



DELIVERY PROGRAM 2014-2017 & OPERATIONAL PLAN 2015-16

Adopted 23 June 2015 (Item 12.020/15)



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APPENDIX A - BUSINESS PROPERTY BOUNDARIES



Message from the Mayor

One of the most satisfying aspects of being involved in local government is that we are the layer of government that is closest to the people. The decisions we make affect people we know, the community in which we live and the facilities we enjoy. The Clarence Valley Council has the equivalent of about 550 employees. They are our neighbours, our friends, our team mates ... and they all do their utmost to make this valley such a great place to live.

Having such a large workforce and providing services ranging from cultural and social, to economics and infrastructure, requires detailed planning in order to deliver the services and facilities the community expects.

During 2013/14, Council consulted widely with the community to determine its priorities for the next 10 years. Those expectations fell under five main headings: Society, Infrastructure, Economy, Environment and Leadership and became the framework for Our Community Plan, which sets the broad parameters of what people would like this community to become over the next 10 years.

The Delivery Program and Operational Plan sit underneath Our Community Plan and provide the nuts and bolts about how those community expectations are to be delivered. They are the result of thorough and detailed planning. The Delivery Program sets out what is to be achieved over four years, while the annual Operational Plan details projects to be completed each year, and outlines

budgets and workforce requirements for identified projects.

By now, most people would be aware of the NSW Government's Fit for the Future Program. As the name suggests, the aim of Fit for the Future is to ensure local government is financially sustainable over the long term. The Clarence Valley Council started a similar process internally about three years ago, so we have something of a head start on some of our colleagues, but the internal work and what we have done for Fit for the Future shows we have some tough decisions to make to ensure our long-term sustainability. In short, we will either have to cut services or apply for a special rate variation. We don't like either choice, but it is the reality of what we, and other councils, are facing. Most councils across the state have already applied for and received special rate variations. We will ensure the community is well informed and involved in any decisions.

The following Delivery Program and Operational Plan are based on what the community told us it wanted. They are your plans. I encourage people to look through them. They provide a detailed insight into the Council's plans for the coming years.

Richie Williamson
Mayor

Message from the General Manager

As people know, careful and detailed planning is the key to doing anything efficiently. With a multi-million dollar budget and a diverse range of infrastructure and services, it is particularly important for councils. Planning helps eliminate waste and, in the case of councils, allows them to provide more for every ratepayer's dollar they receive.

The Clarence Valley Council does planning on several levels. Sitting on top of those is Our Community Plan, which was developed in consultation with the community and sets the broad parameters of what is to be achieved over a 10-year period.

But to put effect to that plan, each part is broken down into identifiable pieces, which are spelled out in the Delivery Program and Operational Plan and developed alongside asset management plans.

The Delivery Program provides a point of reference for all activities undertaken in the four-year life of each council and identifies its priorities. All plans, projects, activities and funding allocations must be directly linked to this Delivery Program.

Operational Plans represent the individual projects and activities to be undertaken each year and their budget allocation.

Some of the key projects and initiatives in the 2015/16 Operational Plan include the augmentation of the Yamba sewerage treatment plan, the redevelopment of McLachlan Park in Maclean, improvements to the Grafton Regional Airport and the rationalisation of Council's depots and administration offices in Grafton.

The NSW Government requires all councils to illustrate they are financially sustainable over the long term; to be what it terms Fit for the Future. To be considered Fit for the Future councils need to meet seven key financial indicators with benchmarks that must be achieved by 2019/20.

In September 2014 Council started a comprehensive review of all its services. The objective was to develop a catalogue of everything we do, identify the cost of delivering each of those services and, for the first time, align that to our budget. This is the first year our annual budget has been presented in such detail – down to service level.

Most councils across New South Wales are faced with the fact their costs are increasing faster than revenue. The Clarence Valley Council is no different. Coupled with the challenge of maintaining some \$2 billion worth of assets, it is forcing us to look at how we can deliver services in an even more efficient and effective manner. We are leaving no stone unturned. Over the past few months we have gone through the exhaustive process of examining every service we provide, assume we are starting the service from scratch and find the most efficient way of delivering it using zero based budgeting methodologies.

Scott Greensill
General Manager



Fit for the Future

Recently the NSW Government has outlined its proposed reform agenda for NSW Local Government. It has undertaken this through a program titled 'Fit for the Future' which is a comprehensive response to the recommendations of the NSW Independent Local Government Review Panel. The criteria to be considered Fit for the Future were released as part of a self assessment tool which included seven (7) key financial indicators with benchmarks that must be achieved by 2019/20. Clarence Valley Council currently does not meet five of the seven key financial indicators benchmarks listed in the self assessment tool. Of the five benchmarks not met, three related to asset management.



Each council must prepare a submission by 30 June 2015 to outline how it will become 'Fit for the Future'; how it will become sustainable, provide effective and efficient services and have the scale and capacity needed to meet the needs of communities and partner with the State.

For Clarence Valley Council, this means demonstrating that we meet the criteria set for financial sustainability, effective services and infrastructure, and efficiency and strategies providing a plan to progress in a positive direction and achieve this outcome. Financial sustainability in the NSW Local Government sector is not an easy thing to achieve, however we understand that it is critical and we have and will continue to make changes to achieve it. Recent changes made include a review of Council services, debt management review, asset rationalisation and zero based ("ground up") budgeting for the 2015/16 financial year. Council plans during the next 12 months to continue rationalisation of its administration and depot buildings and as a minimum a saving of over \$100k has been included in the 2015/16 budget.

Along with the abovementioned initiatives a Special Rate Variation (SRV) is recommended to commence from 2016/17 to increase Council's revenue base to enable us to meet the Fit for the Future criteria, by addressing the infrastructure backlog to bring and maintain community assets to the expected level of service as identified and expressed by the community.



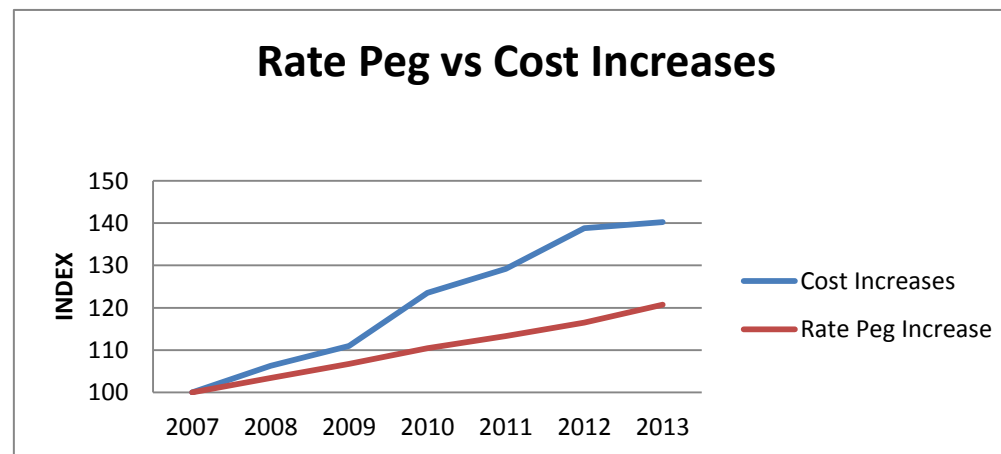
Proposal for Special Rate Variation to apply from 2016/17 for 5 years

In adopting this Delivery Program and Operational Plan, Council has instructed the General Manager to start public consultation on a proposal to increase Council's rate revenue via a special rate variation (SRV) of 8% a year (including the rate peg limit) for five (5) years, starting 2016/17.

Council's Long Term Financial Plan and our compliance with only two (2) of the seven (7) key financial benchmarks of the NSW Government's Fit for the Future program demonstrates clearly Council is currently not financially sustainable over the long term.

Council has to make some tough decisions and we will be seeking your feedback over the coming months on whether we should cut back on some of our discretionary services and amenities. Council currently provides 46 services and 109 sub services. Our analysis shows that, with our current income, we are unable to continue to provide those services to the standards you expect. Like many NSW Councils, we have a significant annual infrastructure gap and backlog of infrastructure works. If we do not address this infrastructure backlog and increase our annual maintenance on our assets it is expected our community will experience a steady decline in the condition of its infrastructure over time, leading to reduced levels of service to the community, reduced public safety, higher risks of infrastructure failure and higher maintenance costs.

The Independent Pricing and Regulatory Tribunal (IPART) assesses and determines special variation applications by councils under powers delegated by the Minister for Local Government. If Council plans to seek a SRV to start from the 2016/17 financial year, it is required to notify IPART of its intent to make an SRV application by December 2015.



SECTION A - INTEGRATED PLANNING & REPORTING FRAMEWORK

1. Introduction

In October 2009, the State Government introduced a new Integrated Planning and Reporting framework which adopts an integrated approach as illustrated below.



Our initial approach to meeting our Integrated Planning and Reporting obligations in 2009 was to adopt a Community Strategic Plan – Valley Vision 2020 and subsequently the July 2010 to June 2013 Delivery Program plus annual Operational Plans for each of the three years covered by the Program. The new 'Our Community Plan 2015-2024' community strategic plan was adopted in June 2014 and replaced the 'Interim Valley Vision 2024' of 2013.

2. Community Strategic Plan

In late 2012 our organisation embarked on a process of restructuring and refocussing. Led by our General Manager with the support of Councillors, the focus was on the strategic direction of our organisation to ensure its long term financial sustainability which in turn will assist in meeting the realistic needs and expectations of our community.

The process included an organisation restructure; ongoing implementation of the Strategic Organisation Action Plan; finalisation of our suite of Asset Management Plans; and the adoption of a Ten Year Financial Plan.

‘Our Community Plan’ is structured around the five elements of our Sustainability Framework, being:



These equate to the ‘quadruple bottom line’ of social, environmental, economic and civic leadership elements that the State Government’s Integrated Planning and Reporting Guidelines require to be addressed.

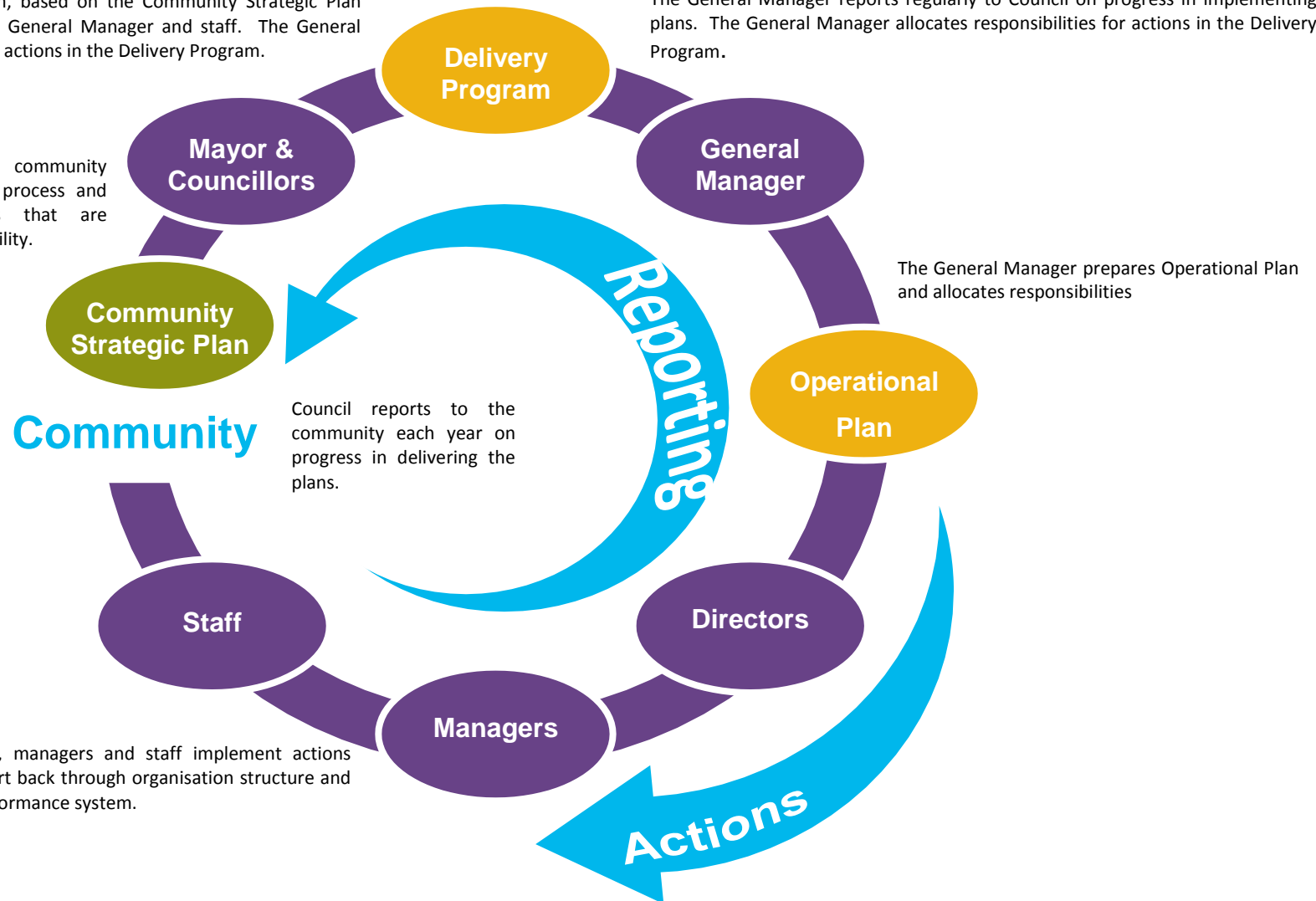
3. Delivery Program and Operational Plan

To make these documents more accessible the Delivery Program and Operational Plan are combined into this single document. As a result, this current document contains our July 2014 to June 2017 Delivery Program and Operational Plan. This new arrangement is reflected in the illustration below:

Council prepares a Delivery Program, based on the Community Strategic Plan objectives, with assistance from the General Manager and staff. The General Manager allocates responsibilities for actions in the Delivery Program.

The General Manager reports regularly to Council on progress in implementing plans. The General Manager allocates responsibilities for actions in the Delivery Program.

Council leads community strategic planning process and adopts objectives that are within its responsibility.



Section D – Our Objectives, Strategies and Actions are structured to provide direct links between Our Community Plan, Delivery Program and annual Operational Plan plus details of how we will measure our performance and who in Council is responsible. A worked example is as follows:

Our Leadership (one of the 5 themes of Our Community Plan)

Community Strategic Plan Strategy	5.1 - We will have a strong, accountable and representative Government					
Delivery Program 2013-2017 Objective	Operational Plan 2014/15 Action	14/15	15/16	16/17	KPI	Responsible Manager
5.1.1 - Provide a clear direction for the community through the Community Plan, Delivery Program and Operational Plan	5.1.1.1 - Develop Council's annual Operational Plan	Y	Y	Y	By June each year	Organisation Performance & Governance

Objectives are broken down into various Strategies that state what needs to be achieved

Actions taken over the life of the DP to implement the Strategies

How we measure the Action's success

Council Officer responsible for implementing Actions and achieving KPIs

Objectives are the primary outcomes needed to be achieved over the longer term

In effect, the Actions within the Delivery Program that are scheduled for 2015/16 form part of the 2015/16 Operational Plan. Progress towards meeting the Objectives, Strategies and Actions of our combined Delivery Program and Operational Plan will be reported to Council on a six monthly basis.

The “Our Community Plan” Community Strategic Plan must be reviewed by 30 June 2017 and rolled forward another four years so as to retain a ten year life.

SECTION B - OUR CORPORATE STATEMENTS

1. Our Council

Function	Responsible for the Local Government of the Clarence Valley
Composition	Nine (9) Councillors
Mayor	The Mayor is elected by Councillors from among their number in September each year
Committee meetings	The Corporate, Governance and Works Committee and the Environment, Planning and Community Committee meetings are held on the second Tuesday of each month. Committee meetings alternate between the Grafton and Maclean Offices.
Council meetings	Held on the third Tuesday of each month. Meetings alternate between the Grafton and Maclean Offices.
Email	council@clarence.nsw.gov.au
Web site	www.clarence.nsw.gov.au
Corporate name	Clarence Valley Council
ABN	85 864 095 684
Mailing address	Locked Bag 23, Grafton NSW 2460
Business phone	(02) 6643 0200

2. Our Charter

The Local Government Act 1993 provides each Council with the following Charter:

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

3. Our Corporate Values and Public Duty Principles

Council's Corporate Values are derived from its adopted Code of Conduct which sets out the following general conduct obligations for all Councillors, staff, Council Committees and delegates of Council:

➤ **General Conduct**

You must:

- not conduct yourself in carrying out your functions in a manner that is likely to bring the Council or holders of civic office into disrepute
- act lawfully, honestly and exercise a reasonable degree of care and diligence in carrying out your functions
- play your part in the efficient and effective operation of Council
- implement Council decisions without delay

➤ **Fairness and equity**

You must consider issues consistently, promptly and fairly – only relevant facts

➤ **Harassment and discrimination**

You must not harass, discriminate against or support others who do so

➤ **Development decisions**

You must:

- ensure that development decisions are properly made
- ensure parties involved in the development process are dealt with fairly
- avoid improper conduct, making concessions or giving preferential treatment

➤ **Binding caucus votes**

You must not participate in binding caucus votes in relation to matters to be considered at a Council or Committee meeting.

Our Code of Conduct assists Council officials to understand the standards of conduct that are expected of them, enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence, and act in a way that enhances public confidence in the integrity of local government.

4. Our Vision and Mission

Vision

Life in the Clarence Valley, now and in the future, is based on a culture of living sustainably that protects and carefully utilises the natural environment, its beauty and resources, our cultural heritage and unique identity of our valley and its communities.

Mission

We co-operatively plan for and achieve:

- protection of ecological systems
- positive social and community development
- cultural diversity, expression and creativity
- economic prosperity and efficient resource use
- quality human habitat and essential services and
- protection of our valuable natural and cultural heritage
- through supportive, accountable and participatory decision-making management and action that actively involves the wider community



5. Our Corporate Objectives

Society

- Objective 1.1** We will have proud and inviting communities
- Objective 1.2** We will have a safe, active and healthy region
- Objective 1.3** We will have a diverse and creative culture
- Objective 1.4** We will have access and equity of services

Infrastructure

- Objective 2.1** We will have a safe and efficient network of arterial roads and supporting infrastructure
- Objective 2.2** We will have town streets, footpaths and cycleways that are adequate, interconnected and maintained
- Objective 2.3** We will have communities that are well serviced with essential infrastructure

Economy

- Objective 3.1** We will have an attractive environment for business, tourism and industry
- Objective 3.2** We will have growing and diversified employment, education and tourism opportunities
- Objective 3.3** We will have major events driving economic activity

Environment

- Objective 4.1** We will preserve the beautiful natural features of the Clarence Region
- Objective 4.2** We will protect and enhance our natural environment
- Objective 4.3** We will establish a healthy balance between development and the environment
- Objective 4.4** We will reuse, recycle and reduce wastage

Leadership

- Objective 5.1** We will have a strong, accountable and representative Government
- Objective 5.2** We will have an effective and efficient organisation
- Objective 5.3** We will have the objectives of this plan delivered

6. The Role of the Mayor, Councillors and General Manager

The following extracts from the Local Government Act describe the role of the Mayor, Councillors and General Manager.

*The role of the **Mayor** is:*

- *to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council*
- *to exercise such other functions of the council as the council determines*
- *to preside at meetings of the council*
- *to carry out the civic and ceremonial functions of the Mayoral office*

*The role of the **Councillor** is, as a member of the governing body of the council:*

- *to direct and control the affairs of the council in accordance with this Act*
- *to participate in the optimum allocation of the council's resources for the benefit of the area*
- *to play a key role in the creation and review of the council's policies and objectives and criteria relating to the exercise of the council's regulatory functions*
- *to review the performance of the council and its delivery of services, and the management plans and revenue policies of the council*

*The role of a **Councillor** is, as an elected person:*

- *to represent the interests of the residents and ratepayers*

- *to provide leadership and guidance to the community*
- *to facilitate communication between the community and the council*

The **General Manager** is generally responsible for the efficient and effective operation of the Council's organisation and for ensuring the implementation, without undue delay, of decisions of the Council.

*The **General Manager** has the following particular functions:*

- *the day-to-day management of the Council*
- *to exercise such of the functions of the Council as are delegated by the Council to the General Manager*
- *to appoint staff in accordance with an organisation structure and resources approved by the Council*
- *to direct and dismiss staff*
- *to implement the Council's Equal Employment Opportunity Management Plan*

*The **General Manager** has such other functions as may be conferred or imposed on the General Manager by or under the Local Government Act or any other Act*

Executive Management Team

General Manager - Scott Greensill

Director (Environment, Planning & Community) - Des Schroder

Director (Corporate) – Ashley Lindsay

Director (Works & Civil) – Troy Anderson

Executive Manager (Organisational Performance & Governance) – Kristian Enevoldson

Our Councillors



Cr Richie Williamson (Mayor)



Cr Andrew Baker (Deputy Mayor)



Cr Craig Howe



Cr Sue Hughes



Cr Jason Kingsley



Cr Arthur Lysaught



Cr Margaret McKenna

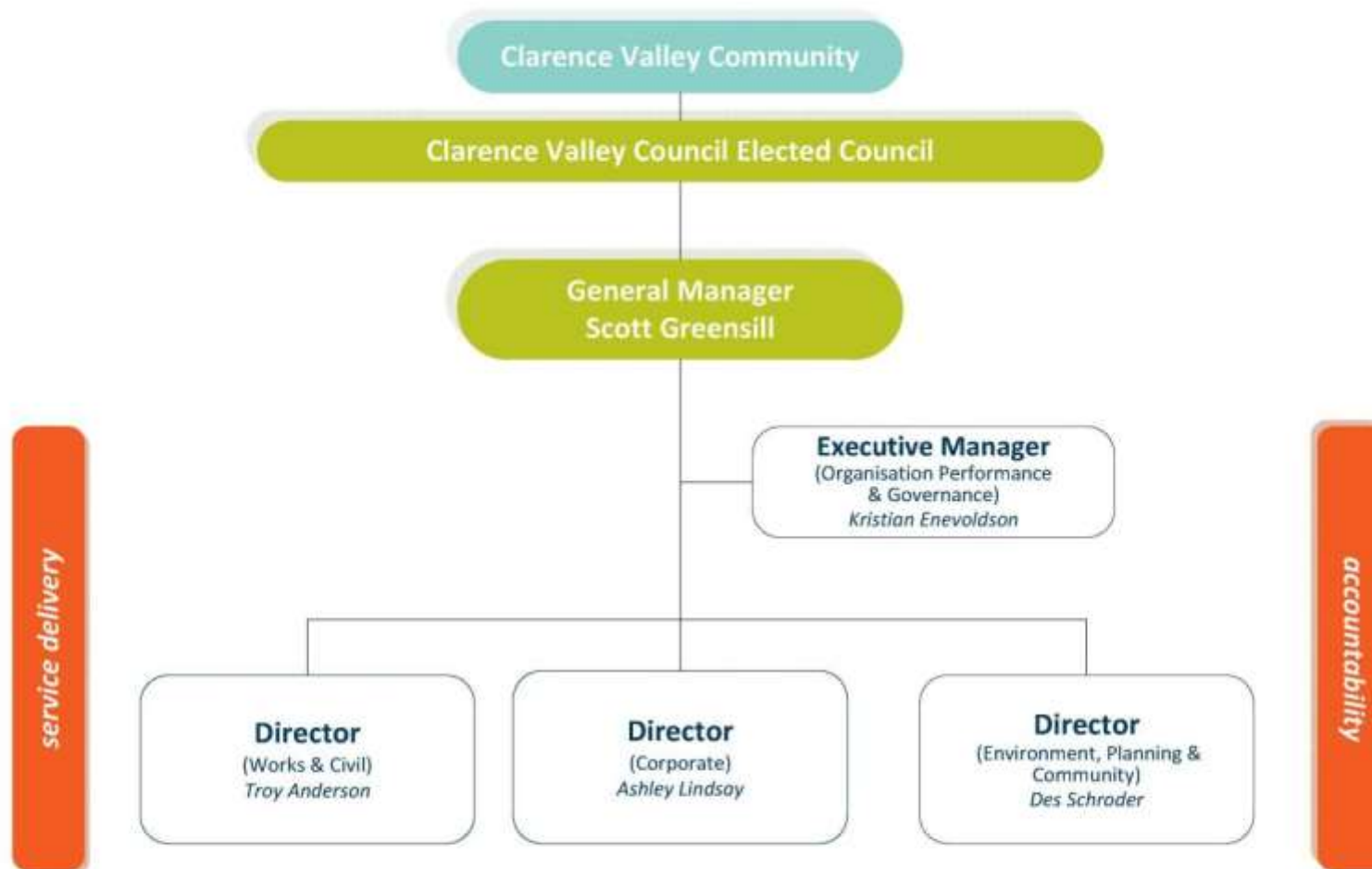


Cr Jim Simmons



Cr Karen Toms

7. Our Organisation Structure



SECTION C - OUR RESOURCING STRATEGY

1. Introduction

The Our Community Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

The Resourcing Strategy consists of three components:

1. Long Term Financial Planning
2. Workforce Management Planning
3. Asset Management Planning

The Resourcing Strategy is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals. The Resourcing Strategy focuses in detail on matters that are the responsibility of Council, and looks generally at matters that are the responsibility of others.

2. Long Term Financial Plan

Our long term Financial Plan is used to inform decision-making during the development of our Delivery Program. The Plan covers a ten year period and includes:

- Planning assumptions used to develop the Plan
- Projected income and expenditure, balance sheet and cash flow documents
- Sensitivity analysis (factors/assumptions most likely to affect the Plan)

- Financial modelling for different scenarios, e.g. Base case and base case plus Special Rate Variation (SRV) plus Fit for the Future Strategies.
- Methods of monitoring financial performance

The Base Case scenario included in the Plan makes no allowances for extraordinary rate rises above anticipated rate pegging limits in the 10 year period.

To reflect the impact that a SRV would have on the operating result a second scenario is included that assumes a SRV of 5.5% p.a. from 2016/17 to 2020/21 over and above the annual rate peg limit.

A third Scenario included considers the strategies that need to occur for council to become financially sustainable and meet the Fit for the Future Assessment criteria.

We will review our Ten Year Financial Plan annually as part of the development of our annual Operational Plan. The review will include:

- An assessment of the previous year's performance in terms of the accuracy of the projections made in the Plan.
- Were estimates accurate?
- Were the assumptions underpinning the estimates accurate?
- An explanation where major differences emerge between budget estimates and actual expenditure.

3. Workforce Management Strategy

The Workforce Management Strategy (WMS) addresses the size and shape of the workforce Council requires to meet its Delivery Program objectives. In late 2012 our organisation embarked on a process of restructuring and refocussing. Led by our General Manager with the support of Councillors, our focus will be on the strategic direction of our organisation to ensure its long term financial sustainability which in turn will assist in meeting the realistic needs and expectations of our community. Council adopted a new organisation structure in December 2012 which commenced on 27 May 2013. As a result of these changes the Workforce Management Strategy adopted in 2009 was extended to June 2014. The new Workforce Management Strategy, adopted in June 2014, aligns with Council's current strategic direction.

4. Asset Management Planning

Asset management is critical to the operation of Council and its continuing financial sustainability. Clarence Valley Council is the custodian of approximately \$2b of community assets which provide services to our community. These assets include roads, water and sewerage services, drains, bridges, footpaths, buildings, floodplain protection structures, sporting facilities, parks and gardens.

Council is responsible for accounting for and managing these assets to ensure they are maintained in a safe/serviceable condition and are able to provide their specific service to the community. In order to do this, Council must determine acceptable service levels and the long-term cost of maintaining those service levels. It must then ensure that sufficient financial and human resources are provided now and in the future to meet those obligations.

In September 2012 Council appointed Jeff Roorda & Associates (JRA) to undertake a review of Council's asset management systems and processes, with the key objective of identifying areas where changes and improvements can occur. In 2012/13 and 2013/14 APV Valuers & Asset Management were engaged to conduct revaluations of Council's key infrastructure assets including buildings, roads, water, sewer and other structures. The data from this process has been incorporated into Council's various Asset Management Plans and summarised in the Asset Management Strategy.

Asset Management Planning consists of 3 elements:

4.1 Asset Management Policy

Council's Asset Management Policy sets the broad framework for undertaking asset management in a structured and co-ordinated way and addresses the following:

- Establishing goals and objectives for asset management in terms of providing a platform for service delivery
- Integrating asset management with Council's strategic planning
- Maximising value for money by adopting lifecycle costing combined with performance measurements
- Assigning accountability and responsibility for service delivery
- Promoting sustainability to protect the needs of future generations.

4.2 Asset Management Strategy

In 2013/14 Council developed a new Asset Management Strategy which identifies assets critical to Council's operations as well as outlining the risk management strategies for those assets. It also includes specific actions required to improve our asset management capabilities, project resource requirements and timeframes.

The Asset Management Strategy was adopted by Council in June 2014 and is available on Council's website.

4.3 Asset Management Plans

Council has prepared the following Asset Management Plans –

Transport Asset Management Plan, including:

- sealed roads
- unsealed roads
- bridges
- drainage
- stormwater
- traffic infrastructure & furniture
- footpaths
- cycleways

Buildings Asset Management Plan, including:

- amenity buildings
- community halls/centres
- depots
- sporting facilities
- office/administrative buildings
- others

Floodplain Asset Management Plan, including:

- levees
- pumps, etc.
- drains

Water and Sewer Asset Management Plan, including:

- sewage treatment plants
- sewer pump stations
- rising mains
- gravity reticulation
- off creek storage (dam)
- chlorination plant
- fluoridation and stabilisation plant
- water pump stations
- reservoirs
- reticulation and trunk mains

Open Space Asset Management Plan, including:

- sports grounds
- parks and playgrounds
- lighting
- irrigation
- ancillary structures

Waste Asset Management Plan, including:

- landfill
- waste operations buildings
- ancillary structures

Stormwater, including:

- stormwater pipelines
- junction pits and inlets

Caravan Parks, including:

- buildings
- other structures

Saleyards, including:

- buildings
- other structures

Swimming Pools, including:

- buildings
- other structures

Airports, including:

- buildings
- runways
- other structures

An Annual Report on Council's achievements with respect to the implementation of our Operational Plan will be prepared by 30 November each year and will include:

- Assets acquired by Council during the year
- Assets held by Council at the end of the financial year
- An estimate of the amount of funding required to bring assets up to a satisfactory standard
- An estimate of the annual expense to maintain assets at that standard; and
- Council's asset maintenance program for that year.





Section D

Our Objectives, Strategies & Actions



SECTION D – OUR OBJECTIVES, STRATEGIES & ACTIVITIES

Following are key strategies for each key sustainability element of our Community Strategic Plan.

THEMES	OBJECTIVES
OUR SOCIETY	<ul style="list-style-type: none"> 1.1 We will have proud and inviting communities 1.2 We will have a safe, active and healthy region 1.3 We will have a diverse and creative culture 1.4 We will have access and equity of services
OUR INFRASTRUCTURE	<ul style="list-style-type: none"> 2.1 We will have a safe and efficient network of arterial roads and supporting infrastructure 2.2 We will have town streets, footpaths and cycleways that are adequate, interconnected and maintained 2.3 We will have communities that are well serviced with essential infrastructure
OUR ECONOMY	<ul style="list-style-type: none"> 3.1 We will have an attractive environment for business, tourism and industry 3.2 We will have growing and diversified employment, education and tourism opportunities 3.3 We will have major events driving economic activity
OUR ENVIRONMENT	<ul style="list-style-type: none"> 4.1 We will preserve the beautiful natural features of the Clarence Region 4.2 We will protect and enhance our natural environment 4.3 We will establish a healthy balance between development and the environment 4.4 We will reuse, recycle and reduce wastage
OUR LEADERSHIP	<ul style="list-style-type: none"> 5.1 We will have a strong, accountable and representative government 5.2 We will have an effective and efficient organisation 5.3 We will have the objectives of this Plan delivered

Each year Council is required to develop a new Operational Plan and review its Delivery Program. As a result of this review process, some Operation Plan actions/KPIs have been amended for 2015/16 and 2016/17. Several new actions have been included, with some items being deleted or merged with other actions. These are indicated in the following section as: **(1)** Deleted from 2015/16; **(2)** Merged with another action from 2015/16; **(3)** New item from 2015/16; **(4)** Year delivery amended; **(5)** Slight amendment to action/KPI to better capture intent.

Community Strategic Plan Objective	1.1 - We will have proud and inviting communities					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
1.1.1 - Provide vibrant and welcoming town centres, streets and meeting places	1.1.1.1 - Develop parks signage policy for Crown Reserves	Y	N	N	By June 2015	Open Spaces & Facilities
	1.1.1.2 - Implement signage renewal and upgrade per parks signage policy for Crown Reserves (1)	N	-	-	By June 2015	Open Spaces & Facilities
	1.1.1.3 - Develop parks signage policy and implement park signage policy for parks and open spaces	Y	N	N	By June 2015	Open Spaces & Facilities
	1.1.1.4 - Develop parks signage policy for Sportsgrounds	Y	N	N	By June 2015	Open Spaces & Facilities
	1.1.1.5 - Implement parks signage policy for Parks and Open Space areas (5)	N	Y	N	By June 2016	Open Spaces & Facilities
	1.1.1.6 - Review public place street cleaning and waste collection services	Y	N	N	Public place garbage collection bins collected – to meet minimum 90% service collections per annum	Open Spaces & Facilities
1.1.2 - Embellish riverfronts with parks, paths, cycleways, facilities and meeting places	1.1.2.1 - Implement the Clarence River Way projects (5)	Y	Y	Y	Complete McLachlan Park project	Open Spaces & Facilities
1.1.3 - Respect the heritage of the region and highlight and enhance our unique characteristics	1.1.3.1 - Complete digital mapping of village cemeteries (4)	N	Y	N	Digital mapping of 1 village cemetery completed	Open Spaces & Facilities
1.1.4 - Support, encourage and celebrate community participation and volunteerism	1.1.4.1 - Continue the implementation of the Volunteer Strategy	Y	Y	Y	1 volunteer celebration event per annum	Social & Cultural Services

Community Strategic Plan Objective	1.1 - We will have proud and inviting communities					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.1.4.2 - A Volunteer program is implemented for all CSS volunteers and the number of recruitments, formal training and recognition events are recorded	Y	Y	Y	By December 2014	Care & Support Services
	1.1.4.3 - Review Volunteer Management Protocol for currency and efficacy and implement changes as required	Y	N	N	By June 2015	Human Resources
	1.1.4.4 - Develop and implement a volunteer recognition program	N	N	Y	By June 2017	Human Resources
1.1.5 - Support community organisations	1.1.5.1 - Coordinate the meetings and activities of the two Sports Councils	Y	Y	Y	A minimum of four (4) Sports Council meetings are held annually	Open Spaces & Facilities
	1.1.5.2 - Co-ordinate Council's community initiatives sponsorship program and support local organisation to seek funding from State and Federal Government programs	Y	Y	Y	Distribute annual allocation of community initiatives funds by June each year	Social & Cultural Services
1.1.6 - Encourage greater awareness of our earliest communities and inhabitants in partnership with local Aboriginal and Torres Strait Islander communities	1.1.6.1 - Continue to develop an Aboriginal Cultural Awareness package (4)	Y	Y	N	Develop online cultural awareness package by March 2016	Social & Cultural Services
	1.1.6.2 - Develop a Clarence Valley Council Reconciliation Action Plan (4)	Y	Y	N	Deliver Stage 2 RAP by March 2016	Social & Cultural Services

Community Strategic Plan Objective	1.2 - We will have a safe, active and healthy region					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
1.2.1 - Provide and maintain accessible quality sport and recreation facilities and encourage participation	1.2.1.1 - Implement community aquatic facilities education program	Y	Y	Y	By June each year	Open Spaces & Facilities
	1.2.1.2 - Undertake Royal Life Saving Audit	Y	Y	Y	By June each year	Open Spaces & Facilities
	1.2.1.3 - Identify funding opportunities through local communities, industry and Government sectors to support upgrade and renewal programs	Y	Y	Y	Apply for at least one grant to improve aquatic facilities performance annually	Open Spaces & Facilities
	1.2.1.4 - Review energy consumption of Council's Swimming Pools (5)	Y	N	N	Review three pool assets for power consumption	Open Spaces & Facilities
	1.2.1.5 - Review Sportsgrounds operations and maintenance expenditure against service levels with Finance across current budget	Y	N	N	By June 2015	Open Spaces & Facilities
	1.2.1.6 - Implement the acquisition, dedication and rationalisation of open space as defined in Open Spaces Strategic Plan	Y	Y	Y	By June each year	Open Spaces & Facilities
	1.2.1.7 - Implement the sports facilities upgrade and renewal program	Y	Y	Y	A minimum two facilities are upgraded in consultation with user groups with improved keys and access annually	Open Spaces & Facilities
	1.2.1.8 - Implement the key and access improvement program	Y	Y	Y	By June each year	Open Spaces & Facilities
1.2.2 - Partner with health agencies and community organisations in promoting healthy lifestyles and improve health outcomes	1.2.2.1 - Convene meetings of the Seniors and Health Committee (5)	Y	Y	Y	Convene at least 3 meetings annually and review committee effectiveness	Social & Cultural Services

Community Strategic Plan Objective	1.2 - We will have a safe, active and healthy region					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.2.2.2 - Attend the Local Health District meetings (5)	Y	Y	Y	Attend one regional meeting per year	Social & Cultural Services
	1.2.2.3 - Continue to implement the Positive Ageing Strategy	Y	Y	Y	At least 1 action per annum developed	Social & Cultural Services
	1.2.2.4 - Coordinate the Aged Services Interagency (5)	Y	Y	Y	Convene at least 3 meetings annually and review committee effectiveness	Social & Cultural Services
	1.2.2.5 - Facilitate Seniors Week events	Y	Y	Y	At least 4 events for Seniors Week per annum	Social & Cultural Services
	1.2.2.6 - Maintain the aged services directory	Y	Y	Y	Directory checked and updated at least every 6 months	Social & Cultural Services
	1.2.2.7 - Run the school holiday youth activities program through 'Out of the Box'	Y	Y	Y	Run at least 6 events for youth per annum	Social & Cultural Services
	1.2.2.8 - Facilitate meetings of the youth advisory committee and develop programs to respond to youth issues-ongoing	Y	Y	Y	At least 3 meetings of all advisory committees per annum	Social & Cultural Services
	1.2.2.9 - Build community skills and capacity in the youth sector-ongoing. Provide youth leadership training and capacity programs (5)	Y	Y	Y	Provide a minimum of 20 skills development programs for young people	Social & Cultural Services
	1.2.2.10 - Build community skills and capacity in the youth sector-ongoing	Y	Y	Y	Provide 400 youth with information on youth issues per annum	Social & Cultural Services
	1.2.2.11 - Prepare and distribute regular food industry newsletters	Y	Y	Y	Minimum 2 per annum	Environment, Development & Regulated Services
1.2.3 - Work with key partners and the community to lobby for adequate health services in our region	1.2.3.1 - Work with Local Health District Committee to identify key services needing development	Y	Y	Y	At least 1 new service in the valley per annum	Social & Cultural Services

Community Strategic Plan Objective	1.2 - We will have a safe, active and healthy region					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
1.2.4 - Encourage community involvement and foster interconnected and supportive communities	1.2.4.1 - Implement the priority actions in the Community Development Service Plan	Y	Y	Y	10 events/meetings per annum	Social & Cultural Services
1.2.5 - Provide, maintain and develop children's play and recreational facilities to encourage active participation	1.2.5.1 - Implement the playground renewal and upgrade program per management strategy	Y	Y	Y	By June each year	Open Spaces & Facilities
1.2.6 - Provide, maintain and develop passive recreational facilities and large parklands to encourage greater utilisation and active participation	1.2.6.1 - Review operations and maintenance of Crown Reserves expenditure against service levels (1)	Y	-	-	By June each year	Open Spaces & Facilities
	1.2.6.2 - Implement the acquisition, dedication and rationalisation of open space as defined in Open Spaces Strategic Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	1.2.6.3 - Implement the acquisition, dedication and rationalisation of open space as defined in Open Spaces Strategic Plan (1)	Y	-	-	Complete one park or open spaces planning/Masterplan project annually	Open Spaces & Facilities
1.2.7 - Partner with the police, community organisations and the community to address crime, anti social behaviour and improve community safety	1.2.7.1 - Implement priority activities identified in the Crime Prevention Strategy around alcohol abuse, home security, domestic violence and safer places	Y	Y	Y	Quarterly promotion of "Report It, Don't Ignore It" and "Home Secure" programs	Social & Cultural Services
	1.2.7.2 - Run 1 Midnight Basketball tournament in Grafton- by Dec 2014 and 1 midnight sports program at Yamba by June 2015	Y	N	N	2 events	Social & Cultural Services

Community Strategic Plan Objective	1.2 - We will have a safe, active and healthy region					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.2.7.3 - Attend community meetings including liquor accord meetings and help implement strategies to reduce risk of alcohol fuelled violence. Sponsor 3 events targeting anti-violence	Y	Y	Y	3 events per annum	Social & Cultural Services
	1.2.7.4 - Support the domestic and family violence committees in Grafton and Lower Clarence	Y	Y	Y	At least 3 meetings of all advisory committees per annum	Social & Cultural Services
	1.2.7.5 - Run safe celebrations promotion	Y	Y	Y	Run 4 "Safe Celebrations" and "Supply means Supply" promotional activities occur per annum	Social & Cultural Services
	1.2.7.6 - Run safety by design workshops	Y	Y	Y	Run 1 "Crime Prevention Through Environmental Design" information session per annum	Social & Cultural Services
1.2.8 - Provide effective regulatory, compliance and enforcement services for the community	1.2.8.1 - Continue school and community education programs (5)	Y	Y	Y	Minimum of 3 school visits per year	Environment, Development & Regulated Services
	1.2.8.2 - Continue rehousing program for dogs and cats (4)	Y	Y	N	100% rehoming of suitable animals.	Environment, Development & Regulated Services
	1.2.8.3 - Develop an animal foster care network within the CVC community, establish guidelines for eligibility and confirm 5 foster carers	Y	N	N	By December 2014	Environment, Development & Regulated Services
	1.2.8.4 - Develop a Local Approvals Policy on the keeping of animals in residential and commercial areas (4)	N	Y	N	LAP adopted by September 2015	Environment, Development & Regulated Services

Community Strategic Plan Objective	1.2 - We will have a safe, active and healthy region					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.2.8.5 - Scope new Animal Management Centre to meet animal welfare requirements and determine location and design (1)	-	-	-	By September 2014	Environment, Development & Regulated Services
	1.2.8.6 - Develop Parking Program to manage the staff resources assigned to parking patrols in Grafton, Maclean, Yamba. (Priority areas to include schools. Resources to be assigned will vary depending on season and local events)	Y	N	N	By September 2014	Environment, Development & Regulated Services
	1.2.8.7 - Investigate the benefits of purchasing access to DRIVES to ensure fines can be issued to owners of illegally parked vehicles from within NSW (1)	-	-	-	Number of patrols in each specified locality: Maclean & Yamba (summer holiday) 8 patrols per month & out of season 3 per month; Grafton 12 patrols per month	Environment, Development & Regulated Services
	1.2.8.8 - Reduce the incidents of stock on road by consistently issuing Order 7 Under the Local Government Act (4)	-	Y	Y	Reduce the number of call outs for rangers through negotiations with police and RMS	Environment, Development & Regulated Services
	1.2.8.9 - Develop local policy on the number of dogs and or cats permitted in a household to help reduce the number of barking dogs complaints received (1)	-	-	-	Be ready to commence enforcement by June 2015	Environment, Development & Regulated Services
	1.2.8.10 - Run animal registration and de-sexing education programs	Y	Y	Y	2 per annum	Environment, Development & Regulated Services
	1.2.8.11 - Increase in ranger compliance activities	Y	Y	Y	Increase income from ranger activity by 10% per annum	Environment, Development & Regulated Services

Community Strategic Plan Objective	1.2 - We will have a safe, active and healthy region					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.2.8.12 - Carry out compliance inspections of all regulated premises and facilities including food, skin penetrations and public swimming pools	Y	Y	Y	By June each year	Environment, Development & Regulated Services
	1.2.8.13 - Inspect on-site sewerage management systems	Y	Y	Y	Minimum 1,100 per annum	Environment, Development & Regulated Services
	1.2.8.14 - Investigate all pollution and nuisance complaints within agreed timeframes	Y	Y	Y	70% of initial investigations within Customer Service Management System agreed timeframes	Environment, Development & Regulated Services
	1.2.8.15 – Investigate options for new Animal Management Centre (3)	-	Y	N	By December 2015	Environment, Development & Regulated Services
	1.2.8.16 – Implement parking program to manage staff resources assigned to parking patrols in Grafton, Maclean, Yamba (3)	-	Y	N	By June 2016	Environment, Development & Regulated Services
	1.2.8.17 – Provide ranger training and implementation of the DRIVES parking infringement system (3)	-	Y	N	By June 2016	Environment, Development & Regulated Services
	1.2.8.18 – Develop new strategy for stock incident reduction in conjunction with NSW police (3)	-	Y	N	By September 2015	Environment, Development & Regulated Services

Community Strategic Plan Objective	1.3 - We will have a diverse and creative culture					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
1.3.1 - Provide innovative and enhanced library services that support and encourage life long learning	1.3.1.1 - Growth in membership numbers against population (NSW benchmark is 44% of population)	Y	Y	Y	2% growth per annum	Social & Cultural Services
	1.3.1.2 - Continue to improve the age and condition of the collection by replacing 9,000 books per annum- ongoing until review in June 2017	Y	Y	Y	Replacement 9,000 items per annum	Social & Cultural Services
	1.3.1.3 - Review and enhance online access to services- ongoing. Increase branch and on-line visits to meet state benchmark	Y	Y	Y	Increase visitations by 2% per annum	Social & Cultural Services
	1.3.1.4 - Develop a regional collection management plan	Y	N	N	By June 2015	Social & Cultural Services
	1.3.1.5 - Discuss with DET a review of services provided by the mobile library to schools and opportunities for co-contribution	Y	N	N	By June 2015	Social & Cultural Services
	1.3.1.6 - Review and enhance online access to services- ongoing (5)	Y	Y	N	Increase Facebook presence to 2,000 likes (key outcome of the marketing plan) by June 2015	Social & Cultural Services
1.3.2 - Work with the community and other partners to develop major cultural and community events and festivals	1.3.2.1 - Co-ordinate the Clarence Valley Cultural Committee and help facilitate outcomes guided by the Clarence Valley Cultural Plan 2013-2016	Y	Y	Y	At least 3 meetings of the Clarence Valley Cultural Committee held per annum	Social & Cultural Services
	1.3.2.2 - Provide up to 3 Creative Industries Professional Development Workshops in the Clarence Valley each year, in addition to 3 workshops to be provided by Arts Northern Rivers- ongoing	Y	Y	Y	Provide at least 3 cultural professional workshops per annum	Social & Cultural Services

Community Strategic Plan Objective	1.3 - We will have a diverse and creative culture					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.3.2.3 - Maintain Clarence Valley Culture Facebook page	Y	Y	Y	3 Facebook posts per week	Social & Cultural Services
	1.3.2.4 - Promote cultural events on the Council website	Y	Y	Y	10 events promoted per annum	Social & Cultural Services
	1.3.2.5 - Run the 'Plunge' cultural month event (5)	Y	Y	Y	By April each year	Social & Cultural Services
	1.3.2.6 - Work in partnership with private providers to arrange for at least one major cultural touring event for the Clarence Valley eg orchestras, film festivals, art exhibitions-ongoing	Y	Y	Y	Support one major cultural touring event annually	Social & Cultural Services
	1.3.2.7 - Hosts the American Art of the 21st Century international touring exhibition	Y	N	N	By May 2015	Social & Cultural Services
	1.3.2.8 - Organise Jacaranda Acquisitive Drawing Award (5)	Y	Y	Y	Entries called each year	Social & Cultural Services
1.3.3 - Promote opportunities for further use, functionality and accessibility of existing cultural and community facilities and spaces	1.3.3.1 - Increase usage of cultural and community facilities	Y	Y	Y	Numbers of groups booking the centre's increase by 20%	Social & Cultural Services
1.3.4 - Provide quality arts facilities and support and encourage arts and cultural programs	1.3.4.1 - Organise and host over 100 art events and 42 local and regional art exhibitions at the Grafton Regional Gallery per annum	Y	Y	Y	- 42 exhibitions at the Grafton Regional gallery - 100 art events	Social & Cultural Services
	1.3.4.2 - Support local art development-ongoing	Y	Y	Y	Support 5 local artist through programs and exhibitions	Social & Cultural Services
	1.3.4.3 - Facilitate development of the volunteer museums in the Clarence Valley -ongoing	Y	Y	Y	Run at least 4 development workshops for the Clarence Valley museums	Social & Cultural Services

Community Strategic Plan Objective		1.3 - We will have a diverse and creative culture				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
1.3.5 - Lobby to secure funding for cultural and creative expression fields from government, companies and other individuals	1.3.5.1 - Work with Friends of the gallery and the Gallery Foundation to develop the Sustainability Plan for the Gallery	Y	N	N	Plan developed by May 2015	Social & Cultural Services
	1.3.5.2 - Partnership with the University of New England to support the Lindt Research Project	N	Y	N	Complete by June 2016	Social & Cultural Services
1.3.6 - Support a diverse and rich local Aboriginal and Torres Strait Islander culture and community	1.3.6.1 - Host the Indigenous Art award	N	Y	N	By October 2015	Social & Cultural Services
	1.3.6.2 - Co-ordinate the Clarence Valley Aboriginal Advisory Committee and advocate with service providers on issues identified	Y	Y	Y	3 meetings of all advisory committees per annum	Social & Cultural Services
	1.3.6.3 - Co-ordinate CVC input to significant events eg Sorry Day, NAIDOC-ongoing	Y	Y	Y	1 event to celebrate International Day of People with Disability, NAIDOC and Sorry Day per annum	Social & Cultural Services
	1.3.6.4 - Implement Aboriginal employment strategy focussing on youth and commencing with school based traineeships	N	Y	N	By June 2016	Human Resources

Community Strategic Plan Objective	1.4 - We will have access and equity of services					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
1.4.1 - Work with community and other partners to lobby and facilitate increased education and training opportunities in the region	1.4.1.1 - Support implementation and delivery of the '3 Mobs One River Aboriginal Learning Kit' in schools	Y	N	N	At least 3 schools using the kit actively	Social & Cultural Services
	1.4.1.2 - Continue to support and participate in the Clarence Valley Industry Education Forum	Y	Y	Y	At least 3 meetings of all advisory committees per annum	Social & Cultural Services
	1.4.1.3 - Work with Southern Cross University to establish a presence in the Sir Earle Page Library and Education Centre	Y	N	N	Centre established by August 2014	Social & Cultural Services
1.4.2 - Provide quality Community Care, Ageing and Disability services	1.4.2.1 - All Care and Support Services are provided according to the National and State Standards set for Community Care, Ageing and Disability Services	Y	N	N	130 homecare packages provided under Consumer Directed Care by June 2015	Care & Support Services
	1.4.2.2 - All Care and Support Services are provided according to the National and State Standards set for Community Care, Ageing and Disability Services	Y	N	N	Home Care Standards accreditation is completed and service reported as compliant for Community Care and Aged Care Services by 30 June 2015	Care & Support Services
	1.4.2.3 - All Care and Support Services are provided according to the National and State Standards set for Community Care, Ageing and Disability Services	Y	N	N	Third Party Verification is conducted to meet the NSW Disability Service Standards and accreditation. Achieved by December 2014	Care & Support Services

Community Strategic Plan Objective	1.4 - We will have access and equity of services					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.4.2.4 - All Care and Support Services are provided according to the National and State Standards set for Community Care, Ageing and Disability Services. Accreditation under National Quality Framework met	Y	N	N	Children's Service is monitored under the National Quality Framework and meets accreditation in 2014/2015	Care & Support Services
	1.4.2.5 - All Care and Support Services are provided according to the National and State Standards set for Community Care, Ageing and Disability Services. Accreditation under National Homecare Standard met	Y	Y	Y	100%	Care & Support Services
1.4.3 - Create a better understanding within the community of the services and facilities Council provides	1.4.3.1 - Refer Clarence and Maclean Lawn cemetery draft concept plans to Council for exhibition	Y	N	N	By June 2015	Open Spaces & Facilities
	1.4.3.2 - Refer the Clarence and Maclean Lawn cemetery concept plans to Council for adoption	Y	N	N	By June 2015	Open Spaces & Facilities
	1.4.3.3 - Undertake Stage 1 improvements at Clarence Lawn and Maclean Lawn Cemeteries	N	Y	N	By June 2016	Open Spaces & Facilities
	1.4.3.4 - Undertake Stage 2 improvements at Clarence Lawn and Maclean Lawn Cemeteries	N	N	Y	By June 2017	Open Spaces & Facilities
	1.4.3.5 - Issue media releases highlighting Council's programs and achievements	Y	Y	Y	200 media releases per annum	Organisation Performance & Governance
	1.4.3.6 - Promote Council programs, activities & outcomes through participation in LGSA annual LG week & associated media	Y	Y	Y	Participate in LSNSW Local Government Week	Organisation Performance & Governance
	1.4.3.7 - Contribute advertising and editorial media special features	Y	Y	Y	Contribute to 8 media features annually	Organisation Performance & Governance

Community Strategic Plan Objective	1.4 - We will have access and equity of services					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.4.3.8 - A marketing strategy is created that promotes Care and Support Services as a provider of choice and increases community awareness - ongoing	Y	N	N	By July 2014	Care & Support Services
1.4.4 - Lobby for the provision of adequate and cost effective public transport	1.4.4.1 - Support the Clarence Valley Transport Committee and its objectives - ongoing	Y	Y	Y	At least 3 meetings of all advisory committees per annum	Social & Cultural Services
1.4.5 - Remove any impediments to, and encourage the supply of affordable housing	1.4.5.1 - Continue to implement the Clarence Valley Affordable Housing Policy (1)	-	-	-	All pre development meetings over 10 lots discuss affordable housing outcomes	Social & Cultural Services
1.4.6 – Provide opportunities for residents to enjoy access to the arts, festivals, sporting activities, recreation, community and cultural activities	1.4.6.1 – Provide Council sponsorship and advice for events and festivals	Y	Y	Y	30 events supported / sponsored per annum	Strategic & Economic Planning
1.4.7 - Work with the community and partners to inform, develop and maintain an inclusive and equitable community	1.4.7.1 - Co-ordinate the Grafton District and Lower Clarence Access Committees	Y	Y	Y	At least 3 meetings of all advisory committees per annum	Social & Cultural Services
	1.4.7.2 - Continue to implement the Disability Action Plan	Y	Y	Y	At least 2 community information sessions relevant to older people or people with disability p.a.	Social & Cultural Services
	1.4.7.3 - Coordinate the Disability Services Interagency	Y	Y	Y	3 interagency meetings per annum	Social & Cultural Services
	1.4.7.4 - Update the disability services directory	Y	Y	Y	By June each year	Social & Cultural Services

Community Strategic Plan Objective	1.4 - We will have access and equity of services					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	1.4.7.5 - Coordinate International Woman's Day events - ongoing	Y	Y	Y	At least 1 event to celebrate International Women's Day per annum	Social & Cultural Services
	1.4.7.6 - Special Needs groups are considered in the implementation and prioritisation of services. The number of clients from special needs categories recorded and noted for statistical purposes each quarter	Y	Y	Y	Number recorded quarterly	Care & Support Services
	1.4.7.7 - Special needs groups are considered in the implementation and prioritisation of services. ATSI cultural component of the Vacation Care program is established for school holiday programs	Y	N	N	ATSI program by December 2014	Care & Support Services

Community Strategic Plan Objective		2.1 - We will have a safe and efficient network of arterial roads and supporting infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
2.1.1 - Provide an effective road network that balances asset conditions with available resources and asset utilisation	2.1.1.1 - Fully implement the REFLECT inspection system (5)	Y	Y	Y	2 asset classes updated per annum	Civil Services
	2.1.1.2 - Condition rate all roads and transport assets (with the exception of road culverts)	Y	N	N	By December 2014	Civil Services
	2.1.1.3 - Develop short and medium asset replacement schedules based on updated condition rating and long-term asset replacement requirements based on long-term financial projections	N	Y	N	By December 2015	Civil Services
	2.1.1.4 - Reseal 74 km of Council roads (7 km of arterial and sub-arterial roads and 67 km of other roads) over a 12 month period as per annual program	Y	Y	Y	By June each year	Civil Services
	2.1.1.5 - Unsealed roads with bus routes to be graded 4 times per year, with all other unsealed roads to be graded 2 times per year	Y	Y	Y	By June each year	Civil Services
	2.1.1.6 - Roads associated with Naturally Occurring Asbestos Management Plan to be sealed over four years as per annual program	Y	Y	Y	By June each year	Civil Services
	2.1.1.7 - Assess and gravel resheet 120 km of unsealed roads as required over a 12 month period	Y	Y	Y	By June each year	Civil Services
	2.1.1.8 - Routine Maintenance Council Contract requirements with Roads and Maritime Services are to be met annually	Y	Y	Y	By June each year	Civil Services
2.1.2 - Improve road safety including the widening of regional roads	2.1.2.1 - Develop a long-term regional road widening program based on road asset data and traffic counts	Y	N	N	By June 2015	Civil Services

Community Strategic Plan Objective 2.1 - We will have a safe and efficient network of arterial roads and supporting infrastructure						
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
2.1.3 - Maintain, renew and replace Council bridges and culverts	2.1.3.1 - Complete the condition rating of all road culverts	N	Y	N	Inspect all culverts by September 2015	Civil Services
	2.1.3.2 - Develop a road culvert replacement program based on culvert condition and road hierarchy (4)	N	Y	N	By March 2016	Civil Services
	2.1.3.3 - Review the current bridge replacement schedule. Replace Moonpar, Grays Road, Tallawadjah Creek and Ingelbar bridges	Y	N	N	By June 2015	Civil Services
	2.1.3.4 - Review the current bridge replacement schedule	Y	N	N	By December 2014	Civil Services
	2.1.3.5 - All timber bridges to be structurally assessed over a 5 year period	Y	Y	Y	27 timber bridges to be structurally assessed annually	Civil Services
	2.1.3.6 - To replace two road culverts with significant pipe section separation or displacement (condition 5)	Y	N	N	By June 2015	Civil Services
2.1.4 - Ensure road network supporting assets (signs, posts, lighting, guardrail etc.) are adequately maintained and renewed	2.1.4.1 - Replace 195 warning class signs annually on an on-going basis in order for all signs to be replaced over a 15 year period	Y	Y	Y	By June each year	Civil Services
2.1.5 – Continue to lobby the State and Federal Governments for the upgrade of the Pacific Highway to be completed	2.1.5.1 - Attend all meetings of the Pacific Highway Taskforce	Y	Y	Y	2 meetings per annum	Executive

Community Strategic Plan Objective		2.1 - We will have a safe and efficient network of arterial roads and supporting infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
2.1.6– Continue to lobby the State and Federal Governments for the construction of the new Grafton bridge to be completed	2.1.6.1 - Liaise with the Roads and Maritime Services regarding the Grafton Bridge project. Attend all meetings as required.	Y	Y	Y	4 meetings per annum	Civil Services

Community Strategic Plan Objective		2.2 - We will have town streets, footpaths and cycleways that are adequate, interconnected and maintained				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
2.2.1 – Provide a network of town and village streets that balances asset condition with available resources and asset utilisation	2.2.1.1 - Inspect roads on a periodic basis and develop maintenance and capital programs based on asset condition and available resources. Maintenance and capital schedules are to be prepared/reviewed annually	Y	Y	Y	By 31 March each year	Civil Services
2.2.2 - Maintain and renew existing walking and cycling networks across the region	2.2.2.1 - Inspect all footpaths annually and develop a rolling works program based on footpath defects and risk profile	Y	Y	Y	By June each year	Civil Services
2.2.3 - Facilitate the enhancement and expansion of accessible walking and cycling networks where strategically identified and interconnect them with other transport and recreation	2.2.3.1 - A review of the Grafton, South Grafton, Maclean and Yamba Pedestrian Access and Mobility Plan (PAMP) and Bike Plan is completed	Y	N	N	By June 2015	Civil Services
	2.2.3.2 - Pedestrian Access and Mobility Plans and Bike Plans for all towns and villages are completed	N	Y	N	By June 2016	Civil Services

Community Strategic Plan Objective		2.2 - We will have town streets, footpaths and cycleways that are adequate, interconnected and maintained				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.2.3.3 - Develop a footpath/cycleway construction schedule based on the completed Pedestrian Access and Mobility Plans and Bike Plans for a 10 year period	N	N	Y	By December 2016	Civil Services
2.2.4 - Implement and maintain developer contribution plans which require appropriate contributions towards the developments holistic impact on infrastructure	2.2.4.1 - Roads Section 94 Plan Review	Y	N	N	By June 2015	Strategic & Economic Planning
	2.2.4.2 - Section 94 Plan Review Stage 1- Asset Plan Review	Y	N	N	By December 2014	Strategic & Economic Planning
	2.2.4.3 - Section 94 Plan Review Stage 2 – Section 94A Review	Y	N	N	By June 2015	Strategic & Economic Planning
2.2.5 - Provide required public transport infrastructure and work with key partners to expand the provision of cost effective public transport	2.2.5.1 - Provide required public transport infrastructure and work with key partners to expand the provision of cost effective public transport (1)	N	N	N	By December 2015	Civil Services
2.2.6 - Ensure adequate stormwater, kerb and gutter infrastructure is provided, maintained and renewed	2.2.6.1 - Develop short and medium asset replacement schedules based on updated condition rating and long-term asset replacement requirements based on long-term financial projections	N	Y	N	By December 2015	Civil Services

Community Strategic Plan Objective	2.2 - We will have town streets, footpaths and cycleways that are adequate, interconnected and maintained					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.2.6.2 - Develop short and medium stormwater asset replacement schedules based on updated condition rating and long-term asset replacement requirements based on long-term financial projections (1)	N	N	N	By December 2015	Civil Services
	2.2.6.3 - Failing stormwater segments to be renewed, commencing with the relining of the stormwater pipeline in Dobie Street, Grafton	Y	N	N	By June 2015	Civil Services

Community Strategic Plan Objective	2.3 - We will have communities that are well serviced with essential infrastructure					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
2.3.1 - Maintain and renew water network infrastructure to ensure provision of a secure, quality and reliable drinking water supply	2.3.1.1 - Drinking water treatment systems are maintained and operated to meet ADWG and DWQAMP requirements. Compliance measures for target water supplies are met	Y	Y	Y	100% compliance	Water Cycle
	2.3.1.2 - DWQAMP is developed	Y	N	N	By September 2014	Water Cycle
	2.3.1.3 - DWQAMP requirements are implemented	Y	Y	Y	DWQAMP requirements are implemented in accordance with agreed timeframes	Water Cycle
	2.3.1.4 - Council's Strategic Business Plan for Water Supply services and Development Servicing Plan for Water Supply services is reviewed	Y	Y	Y	Annually by due date	Water Cycle
	2.3.1.5 - Policies related to drinking water are updated as per review timeframe and new policies implemented as required	Y	Y	Y	Annually by due date	Water Cycle

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.1.6 - Council's Strategic Business Plan for Water Supply services and Development Servicing Plan for Water Supply services is reviewed - within 12 months of release of new Guidelines from NSW Office of Water (1)	-	-	-	Annually by due date	Water Cycle
2.3.2 - Maintain and renew sewerage network infrastructure to ensure provision of an efficient and environmentally sound sewerage service	2.3.2.1 - STPs are maintained and operated to meet EPL requirements	Y	Y	Y	90% compliance	Water Cycle
	2.3.2.2 - Sewerage reticulation systems are maintained and operated so that target levels of service outlined in business plan are met	Y	Y	Y	90% compliance with levels of service	Water Cycle
	2.3.2.3 - Yamba sewerage augmentation is completed	N	Y	N	By December 2015	Water Cycle
	2.3.2.4 - Council's Integrated Water Cycle Management (IWCM) plan is reviewed	N	Y	N	By June 2016	Water Cycle
	2.3.2.5 - Council's Strategic Business Plan for Sewerage services and Development Servicing Plan for Sewerage is reviewed - within 12 months of release of new Guidelines from NSW Office of Water (5)	-	Y	N	Within 12 months of release of guidelines	Water Cycle
	2.3.2.6 - Policies related to sewerage are updated as per review timeframe and new policies implemented as required	Y	Y	Y	By June each year	Water Cycle
	2.3.2.7 - Council's Strategic Business Plan for Sewerage services and Development Servicing Plan for Sewerage is reviewed - within 12 months of release of new Guidelines from NSW Office of Water	Y	Y	Y	NSW Office of Water annual report is completed by due date	Water Cycle

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.2.8 - STPs are maintained and operated to meet EPL requirements	Y	Y	Y	EPL annual returns are completed by due dates	Water Cycle
2.3.3 - Ensure adequate flood management and evacuation systems are in place to mitigate against the impact of flooding and to protect human life	2.3.3.1 - Develop short and medium asset replacement schedules for floodplain assets based on updated condition rating and long-term asset replacement requirements based on long-term financial projections (5)	N	Y	Y	By March each year	Civil Services
	2.3.3.2 - Develop short and medium term asset construction program for floodplain assets based on completed and adopted Floodplain Management Plans	N	N	Y	By December 2016	Civil Services
2.3.4 - Develop a strategically located network of quality, accessible and safe public amenities that are adequately maintained and renewed	2.3.4.1 - Replace floodgates based on completed and adopted Floodplain Management Plans. Replace floodgates as per annual program (5)	Y	Y	Y	By June each year	Civil Services
	2.3.4.2 - Inspect floodplain assets after declared natural disaster flood events.	Y	Y	Y	All floodplain assets inspected within 3 months after natural disaster flood events	Civil Services
	2.3.4.3 - Rehabilitate all bridges at condition 4 and 5 within 10 years (1)	Y	-	-	4 bridges annually	Civil Services
	2.3.4.4 - Rehabilitate all pipe sections at condition 4 and 5 within 15 years (1)	Y	-	-	3 pipe sections annually	Civil Services
	2.3.4.5 - To rehabilitate farm crossings at condition 4 and 5 over 10 years (1)	Y	-	-	2 farm crossings annually	Civil Services

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.4.6 - Commence 6 house raising projects annually under Council's House Raising Program up to 2015/16	Y	Y	N	6 house raising projects annually	Civil Services
	2.3.4.7 - Rationalise and demolish public amenities in accordance with adopted public amenities strategy	Y	N	N	By June 2015	Open Spaces & Facilities
	2.3.4.8 – Prepare Public Amenities Strategy (3)	-	Y	N	By May 2016	Open Spaces & Facilities
2.3.5 - Implement Council's Strategic Asset Management Plans and continue to develop asset systems, plans and practices for infrastructure assets	2.3.5.1 - Update the Airports Asset Management Plan based on community expectations, updated asset condition ratings and financial projections (5)	Y	Y	Y	By June each year	Civil Services
	2.3.5.2 - Update the Floodplain Asset Management Plan based on community expectations, updated asset condition ratings and financial projections (5)	Y	Y	Y	By June each year	Civil Services
	2.3.5.3 - Update the Transport Asset Management Plan based on community expectations, updated asset condition ratings and financial projections (5)	Y	Y	Y	By June each year	Civil Services
	2.3.5.4 - Update the Stormwater Asset Management Plan based on community expectations, updated asset condition ratings and financial projections (5)	Y	Y	Y	By June each year	Civil Services
	2.3.5.5 - Building assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	-	-	-	By June each year	Open Spaces & Facilities

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.5.6 - Implement the building capital works program with a focus on assets below or heading below condition 3 (fair condition)	Y	Y	Y	90% of projects completed on time and within budget by June each year	Open Spaces & Facilities
	2.3.5.7 - Implement the aquatic facilities capital works program with a focus on assets below or heading below condition 3 (fair)	Y	Y	Y	Strategic capital and asset renewal program to be completed with 90% of projects on time by June each year	Open Spaces & Facilities
	2.3.5.8 - Aquatic facilities assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	-	-	-	By June each year	Open Spaces & Facilities
	2.3.5.9 - Caravan parks assets are maintained at minimum condition 3 (fair) and renewed in accordance with the Asset Management Plan (1)	-	-	-	By June each year	Open Spaces & Facilities
	2.3.5.10 - Strategic/Asset Management Plan for caravan parks is reviewed and maintained annually	Y	Y	Y	By June each year	Open Spaces & Facilities
	2.3.5.11 - Cemetery assets are maintained to be a condition level 3 (fair) or above and renewed in accordance with the Asset Management Plan (ongoing) (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.12 - Strategic/Asset Management Plan for cemeteries is reviewed and maintained annually (1)	Y	-	-	By June each year	Open Spaces & Facilities

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.5.13 - Implement the cemeteries capital works program (1)	Y	-	-	Strategic capital and asset renewal program to be completed with 90% of projects on time, within budget by June each year	Open Spaces & Facilities
	2.3.5.14 - Building assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.15 - Implement the annual building capital works program with a focus on assets below or heading below condition 3 (fair condition) (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.16 - Community centres and public amenities are maintained at minimum condition 3 (fair) and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.17 - Implement the building capital works program with a focus on assets below or heading below condition 3 (1)	Y	-	-	Strategic capital and asset renewal program to be completed with 90% of projects on time, within budget by June each year	Open Spaces & Facilities
	2.3.5.18 - Demolish identified Condition 5 buildings in accordance with the Asset Management Plan	Y	N	N	By June 2015	Open Spaces & Facilities
	2.3.5.19 - Crown Reserves assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.5.20 - Implement the Crown Reserves open spaces capital works program with a focus on assets below or heading below condition 3 (fair) (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.21 - Emergency services - RFS assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.22 - Implement the RFS capital works program	Y	Y	Y	By June each year	Open Spaces & Facilities
	2.3.5.23 - Parks, gardens and open spaces (including Crown Reserves) assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.24 - Implement an industry accepted methodology to value green assets such as landscaped areas, road blisters and include in Asset Management Plan	Y	Y	Y	By June each year	Open Spaces & Facilities
	2.3.5.25 - Once valued, roadside vegetation management assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.26 - Update and implement the street tree works program with a focus on assets below or heading below condition 3	Y	Y	Y	By June each year	Open Spaces & Facilities

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.5.27 - Implement an inspection programs for street trees and roadside vegetation	N	Y	Y	Annually from 15/16	Open Spaces & Facilities
	2.3.5.28 - Saleyard assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.29 - Implement the saleyards capital works program (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.30 - Sportsgrounds assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.31 - Implement the open spaces works program with a focus on assets below or heading below condition 3	Y	Y	Y	Strategic capital and asset renewal program to be completed with 90% of projects on time, within budget	Open Spaces & Facilities
	2.3.5.32 - Waste assets are maintained at minimum condition 3 (fair) and above and renewed in accordance with the Asset Management Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.5.33 - Strategic Asset Management Plan for sewerage is reviewed annually	Y	Y	Y	By June each year	Water Cycle

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.5.34 - Sewerage assets are renewed in accordance with the Asset Management Plan as per the Operational Plan (1)	Y	-	-	By June each year	Water Cycle
	2.3.5.35 - Water supply assets are renewed in accordance with the Asset Management Plan (1)	Y	-	-	NSW Office of Water annual report is completed by nominated submission date – annually	Water Cycle
	2.3.5.36 - Water capital and asset renewal program outlined in annual operational plan is completed	Y	Y	Y	By June each year	Water Cycle
2.3.6 - Provide the infrastructure to embellish public domain areas and riverfront recreation and parkland areas	2.3.6.1 - All boat ramps inspected and cleaned as required following inspection	Y	Y	Y	4 times per annum	Civil Services
	2.3.6.2 - Review Section 94 Contributions Plan to ensure open space and recreation projects are current and relevant to recent strategic corporate planning and community direction	Y	N	N	By June 2015	Open Spaces & Facilities
	2.3.6.3 - Develop and / or review and implement asset inspection programs for the park furniture renewal/upgrade program	Y	Y	Y	By June each year	Open Spaces & Facilities
	2.3.6.4 - Implement the Clarence River Way projects (1)	Y	-	-	By June each year	Open Spaces & Facilities
	2.3.6.5 - Review Section 94 Contributions Plan to ensure open space and recreational projects are current and relevant to recent strategic corporate planning and community direction	Y	N	N	By June 2015	Open Spaces & Facilities

Community Strategic Plan Objective		2.3 - We will have communities that are well serviced with essential infrastructure				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	2.3.6.6 - Identify funding opportunities through local communities, industry and Government sectors to support Sportsgrounds upgrade and renewal programs	Y	Y	Y	By June each year	Open Spaces & Facilities
	2.3.6.7 - Maintain sportsgrounds in accordance with defined service levels, working towards industry standards and government regulations	Y	Y	Y	100 % compliance	Open Spaces & Facilities
	2.3.6.8 - Complete one parks or open spaces planning/Masterplan project annually	Y	Y	Y	One per annum	Open Spaces & Facilities
2.3.7 - Develop, manage and maintain the Clarence Valley Regional Airport as a key element of the regional transport network and local economy	2.3.7.1 - Complete a review of the Clarence Valley Council Regional Airport Manual and advise CASA (5)	Y	Y	Y	By February each year	Civil Services
	2.3.7.2 - Arrange for the Clarence Valley Council Regional Airport Emergency Committee emergency response exercise to be undertaken (5)	Y	Y	Y	1 emergency exercise held per annum	Civil Services
	2.3.7.3 - Arrange for the Clarence Valley Council Regional Airport Safety Committee to meet (5)	Y	Y	Y	1 Safety Committee meeting held per annum	Civil Services
	2.3.7.4 - Complete the implementation of the works identified in the Clarence Valley Regional Airport Upgrade project (4)	-	Y	N	By December 2015	Civil Services

Community Strategic Plan Objective	3.1 - We will have an attractive environment for business, tourism and industry					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
3.1.1 - Promote the Clarence region as a wonderful place to live, work, visit and invest	3.1.1.1 - Review and update Council's relocation guide and image library	Y	Y	Y	By June each year	Strategic & Economic Planning
	3.1.1.2 - Promotion of the Council brand on a range of marketing material	Y	Y	Y	Brand appears on all major council public collateral	Strategic & Economic Planning
	3.1.1.3 - Review and update the Clarence Valley visitor guide and image library	Y	N	N	Review and update of the Clarence Valley visitor guide and image library completed	Strategic & Economic Planning
	3.1.1.4 - Review the Grafton Heritage Walk brochure	Y	N	N	By May 2015	Strategic & Economic Planning
3.1.2 - Promote the Clarence region to business and industry and increase recognition of the areas strategic advantages	3.1.2.1 - Implement an online booking system at two caravan parks each year (5)	Y	Y	Y	1 online booking systems implemented per year	Open Spaces & Facilities
	3.1.2.2 - Implement formal online customer satisfaction surveys for caravan parks	Y	N	N	By June 2015	Open Spaces & Facilities
	3.1.2.3 - Provision of economic indicator reports	Y	Y	Y	2 per annum	Strategic & Economic Planning
	3.1.2.4 - Publish regular eNews newsletters	Y	Y	Y	4 per annum	Strategic & Economic Planning

Community Strategic Plan Objective	3.1 - We will have an attractive environment for business, tourism and industry					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
3.1.3 - Facilitate government funded infrastructure and services to match business and industry development in the Region (Education, Transport, Health)	3.1.3.1 - Research and seek grant funding for infrastructure and services to implement adopted strategic plans	Y	Y	Y	Min 2 projects per annum	Strategic & Economic Planning
3.1.4 - Facilitate the retention of existing business and industry and promote the role they play in providing a resilient local economy	3.1.4.1 - Implement management plans and practices to minimise the impact on livestock and the environment whilst undertaking the Saleyards operations. Update Council's website to provide information on saleyard services	Y	Y	Y	Web site is updated regularly and reviewed annually	Open Spaces & Facilities
	3.1.4.2 - Work with Regional Livestock industry to identify and apply for funding to improve saleyard management performance	Y	Y	Y	By June each year	Open Spaces & Facilities
	3.1.4.3 - Saleyard charges to be benchmarked against average for regional saleyards	Y	Y	Y	By June each year	Open Spaces & Facilities
	3.1.4.4 - Continuing implementation of the Community Economic Development Program in Grafton, Maclean, Yamba & Iluka. Percentage of annual CED funds expended on local projects in each service area	Y	Y	Y	100% of CED funds expended on local projects in each service area	Strategic & Economic Planning
	3.1.4.5 - Facilitate Marine and Engineering Industry Cluster Resource Sharing and Skills Development Program	Y	N	N	Attendance at all Marine and Industry cluster workshops and meetings	Strategic & Economic Planning
	3.1.4.6 - Implement targeted community economic development programs in Grafton, South Grafton, Maclean, Yamba, Iluka, Wooli, Minnie Water	Y	N	N	One program in each centre implemented by June 2015	Strategic & Economic Planning
	3.1.4.7 - Implementation of the Marine and Engineering cluster outcomes	N	Y	N	By June 2016	Strategic & Economic Planning

Community Strategic Plan Objective	3.1 - We will have an attractive environment for business, tourism and industry					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
3.1.5 - Identify tools to simplify development processes and encourage quality commercial and residential development	3.1.5.1 - Review all Development Control Plans to ensure they encourage quality developments	Y	N	N	By June 2015	Environment, Development & Regulated Services
	3.1.5.2 - Implement systemic process for planning proposal assessment through P & R application process	Y	N	N	By December 2014	Strategic & Economic Planning
	3.1.5.3 - Red tape review of existing development and business related approval processes (February 15 - June 15)	Y	N	N	By June 2015	Strategic & Economic Planning
	3.1.5.4 - Red Tape Reduction Scheme in conjunction with NSW Government completed and reported to Council	Y	N	N	By June 2015	Strategic & Economic Planning
3.1.6 - Promote and develop the skills of business to maximise utilisation of improving broadband and telecommunications networks	3.1.6.1 - Implementation of Smart Economy business capacity building programs	Y	N	N	Two Smart Economy events undertaken by 30 June 2015	Strategic & Economic Planning
3.1.7 – Provide adequate car, bike and other vehicle public parking in business, tourism and event areas	3.1.7.1 – Ensure new DA's meet the parking requirements of the relevant Development Control Plan	Y	Y	Y	100% compliance	Environment, Development & Regulated Services

Community Strategic Plan Objective	3.2 - We will have growing and diversified employment, education & tourism opportunities					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
3.2.1 - Provide land use planning that facilitates employment creation	3.2.1.1 - Preliminary assessment of industrial rezoning potential for Pillar Valley, South Grafton and Koolkhan	Y	N	N	By March 2015	Strategic & Economic Planning
3.2.2 - Support and encourage existing business and industry to develop and grow	3.2.2.1 - Report final Calypso Business Development Strategy to Trust	Y	N	N	By June 2015	Open Spaces & Facilities
	3.2.2.2 - Develop a draft Brooms Head Caravan Park Business Development Strategy	Y	N	N	By June 2015	Open Spaces & Facilities
	3.2.2.3 - Implement Business Development Plan for Calypso Holiday Park	N	Y	N	By June 2016	Open Spaces & Facilities
	3.2.2.4 - Report final Brooms Head Caravan Park Business Development Strategy to Trust	N	Y	N	By June 2016	Open Spaces & Facilities
	3.2.2.5 - Implement Business Development Plan for Brooms Head Caravan Park	N	N	Y	By June 2017	Open Spaces & Facilities
	3.2.2.6 - Develop Business Development Strategies for Iluka, Wooli, and Minnie Water	N	N	Y	By June 2017	Open Spaces & Facilities
	3.2.2.7 - Implementation of the Business Retention and Expansion Program Strategy (BREP)	Y	Y	Y	2 programs delivered per annum	Strategic & Economic Planning
	3.2.2.8 - Sponsorship support of Clarence Valley Business Awards	Y	Y	Y	Support event in September each year	Strategic & Economic Planning
	3.2.2.9 - Support business networking events	Y	Y	Y	Sponsorship of one business networking event per annum	Strategic & Economic Planning

Community Strategic Plan Objective	3.2 - We will have growing and diversified employment, education & tourism opportunities					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
3.2.3 - Support the attraction of a diverse range of new businesses, including innovative and sustainable employment generating projects	3.2.3.1 - Respond to developer inquiries for business development data and advice	Y	Y	Y	Within 5 working days	Strategic & Economic Planning
3.2.4 - Encourage the development of a skilled and flexible workforce to match the requirements of business and industry	3.2.4.1 - Continued work force development programs targeted to specific industry needs (1)	Y	-	-	One skill based workshop held annually with event industry	Strategic & Economic Planning
	3.2.4.2 - Continued work force development programs targeted to specific industry needs	Y	Y	Y	Two skills development events promoted annually	Strategic & Economic Planning
3.2.5 - Build strong linkages with institutions providing education, training and employment pathways in the region	3.2.5.1 - Auspice Industry Education Forum (2014/2015)	Y	N	N	Participate in all Industry Education Forums	Strategic & Economic Planning
3.2.6 – Work with key partners to expand the tertiary education facilities in the region	3.2.6.1 - Continue to work with the University of New England on a greater physical presence in the valley	Y	N	N	Agreement on UNE presence by June 2015	Social & Cultural Services
3.2.7 - Market the unique natural characteristics and diverse tourism opportunities available within the Clarence region	3.2.7.1 - Implement Marketing Plan for caravan parks 2014-17	Y	Y	Y	Support or attend a minimum two trade shows/events annually	Open Spaces & Facilities
	3.2.7.2 - Adoption of the Clarence River Way Master Plan as an approved Destination Management Plan	Y	N	N	By June 2015	Strategic & Economic Planning

Community Strategic Plan Objective		3.2 - We will have growing and diversified employment, education & tourism opportunities				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	3.2.7.3 - Progressive implementation of the Clarence River Way Master Plan	Y	N	N	2 new initiatives/ works per annum	Strategic & Economic Planning
	3.2.7.4 - Development of the CV Canoe and Kayak Guide and related collateral	Y	N	N	By December 2014	Strategic & Economic Planning
	3.2.7.5 - Prepare a Digital Delivery Action Plan for Tourism Services	Y	N	N	By June 2015	Strategic & Economic Planning
	3.2.7.6 - Implement and monitor targeted marketing campaign. Monitor VIC visitation July 2014 - October 2014	Y	N	N	Visitation review completed by December 2014	Strategic & Economic Planning
	3.2.7.7 - Review existing business and marketing plans for tourism	Y	N	N	By June 2015	Strategic & Economic Planning
	3.2.7.8 - Implement NPWS Wooli Project	Y	N	N	By March 2015	Strategic & Economic Planning
3.2.8 – Develop an Airport Master Plan to assess the optimal future usage of the facility	3.2.8.1 – Complete an assessment of available industry usage options for the Clarence Valley Regional Airport, land requirements and current airport limitations	Y	N	N	By June 2015	Civil Services

Community Strategic Plan Objective	3.3 - We will have major events driving economic activity					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
3.3.1 - Attract and facilitate major social and cultural events to encourage people to live and work in the region whilst also attracting revenue into the area	3.3.1.1 - Implement annual Events and Festivals program with sponsored events meeting Council's adopted assessment criteria	Y	Y	Y	By June each year	Strategic & Economic Planning
3.3.2 - Attract and support major sporting events and carnivals to the region	3.3.2.1 - Partner with sports event marketing provider	Y	Y	N	1 event partnership per annum	Strategic & Economic Planning
3.3.3 - Identify partnerships and innovative funding approaches to provide for new and upgraded infrastructure for major event hosting	3.3.3.1 - Develop the capabilities of the Grafton Community Centre and Sir Earle Page Library and Education Centre for conference and event hosting	Y	N	N	5 new events	Social & Cultural Services
3.3.4 - Work with the existing major events organisers to help grow the events and maximise activity	3.3.4.1 - Events and Festivals development program	Y	Y	Y	100% allocated events and festivals budget committed annually	Strategic & Economic Planning
	3.3.4.2 - Provision of street banners to promote significant sponsored events	Y	Y	Y	Street banners changed to coincide with timing of relevant sponsored events.	Strategic & Economic Planning

Community Strategic Plan Objective	4.1 - We will preserve the beautiful natural features of the Clarence Region					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
4.1.1 - Record and promote our natural heritage in partnership with the community, particularly the Aboriginal groups in the region	4.1.1.1 - Facilitate community involvement in decision making for coastal and estuary and heritage planning	Y	Y	Y	Hold a minimum of 4 meetings per year for both the Coasts & Estuary Committee, and Heritage Advisory Committee	Strategic & Economic Planning
4.1.2 - Beautify our parks, gardens, open spaces and town entrances	4.1.2.1 - Implement the annual park furniture upgrade and renewal program	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.1.2.2 - Maintain open spaces in accordance with defined service levels, working towards industry standards and government regulations (1)	Y	-	-	By June each year	Open Spaces & Facilities
4.1.3 - Enhance our riverfronts, streetscapes and highlight our beautiful trees	4.1.3.1 - Implement the Urban Tree Management Strategy (1)	Y	-	-	By June each year	Open Spaces & Facilities
	4.1.3.2 - Implement street tree replacement and improvement program	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.1.3.3 - Identify and map locations of known threatened species within road reserves (1)	N	-	-	By June 2016	Open Spaces & Facilities
4.1.4 – Celebrate Clarence River and identify the major role it played in the early development of the region	4.1.4.1 - McLachlan Park design completed at Maclean to include recognition of historical links to the area and the river	Y	N	N	By June 2015	Open Spaces & Facilities
4.1.5 - Protect and maintain our historic buildings recognising their value to our community	4.1.5.1 - On-going implementation of Heritage Assistance Program. Percentage of annual Heritage Assistance Funding spent or committed by 30 June	Y	Y	Y	100%	Strategic & Economic Planning

Community Strategic Plan Objective	4.2 - We will protect and enhance our natural environment					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
4.2.1 - Protect and maintain our waterways, catchments and floodplain	4.2.1.1 - Disseminate information on findings of ecosystem health monitoring program	Y	N	N	By June each year	Open Spaces & Facilities
	4.2.1.2 - Undertake Complimentary Drain Management works	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.2.1.3 - Continue to undertake the Clarence Drain Management Program	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.2.1.4 - Seek and apply for funding for NRM/Floodplain Management improvement programs	Y	Y	Y	Apply for minimum two NRM grants annually	Open Spaces & Facilities
	4.2.1.5 - Review procedures and methods of data storage/GIS to improve future management outcomes	Y	N	N	By June 2015	Open Spaces & Facilities
4.2.2 - Manage our coastline and balance utilisation with conservation	4.2.2.1 - Complete the Whiting Beach Yamba Coastline Study	Y	N	N	By June 2015	Open Spaces & Facilities
	4.2.2.2 - Seek and apply to State and Federal funding bodies for coast and estuary projects	Y	N	N	Apply for minimum one grant annually	Open Spaces & Facilities
	4.2.2.3 - Continue to implement The Living Clarence Floodplain Corridors project	Y	N	N	By June 2015	Open Spaces & Facilities
4.2.3 - Conserve our natural flora and fauna and their habitats	4.2.3.1 - Implement Biodiversity Management Plan - report to Council on Biodiversity LEPs and development control (1)	Y	-	-	By June 2015	Open Spaces & Facilities
	4.2.3.2 - LEP and DCP Biodiversity controls reported to Council for adoption	Y	N	N	By June 2015	Open Spaces & Facilities
	4.2.3.3 - Finalise and implement Koala Management Plan	Y	N	N	By June 2015	Open Spaces & Facilities

Community Strategic Plan Objective	4.2 - We will protect and enhance our natural environment					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	4.2.3.4 - Support the Minnie Water and Townsend Community Nurseries	Y	Y	Y	Attend minimum 2 committee meetings annually	Open Spaces & Facilities
4.2.4 - Raise community awareness of environmental and biodiversity issues	4.2.4.1 - Implement NRM community education programs including field days, newsletters (CFP, Kookaburra)	Y	Y	Y	Issue a minimum of 2 Clarence Floodplain Newsletters annually	Open Spaces & Facilities
4.2.5 - Promote and encourage sustainable and innovative agricultural practices	4.2.5.1 - Facilitate the Sustainable Farming Program	Y	Y	Y	By June each year	Open Spaces & Facilities
4.2.6 - Control invasive plant and animal species	4.2.6.1 - Implement Clarence Valley Weed Action Program (aligned with NCWAC)	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.2.6.2 - Undertake on ground and aerial weed inspections	Y	Y	Y	Complete 3,000 property weed inspections annually.	Open Spaces & Facilities
	4.2.6.3 - Undertake control of noxious weeds on Council roads and reserves	Y	Y	Y	Participate and promote a 2 community weeds awareness events annually	Open Spaces & Facilities
	4.2.6.4 - Seek and apply for funding for Weed Management improvement programs - work with North Coast Weeds Advisory Committee to identify NSW Government grants	Y	Y	Y	Minimum 1 grant applied for annually	Open Spaces & Facilities
	4.2.6.5 - Undertake aerial weed inspections	Y	Y	Y	Complete one aerial weed inspection annually	Open Spaces & Facilities

Community Strategic Plan Objective	4.3 - We will establish a healthy balance between development and the environment					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
4.3.1 – Retain open space and greenbelts that are accessible to everyone	4.3.1.1 - Renew and upgrade the accessible pedestrian bridge within Westward Park	Y	N	N	By June 2015	Open Spaces & Facilities
4.3.2 - Investigate and promote incentives for reductions in energy and water consumption in developments	4.3.2.1 - Ensure BSAIX compliance	Y	Y	Y	100% compliance	Environment, Development & Regulated Services
4.3.3 - Educate the community about sustainable practices in the home, at work and in public places	4.3.3.1 - Participate and promote a minimum four community waste and sustainability awareness events annually	Y	Y	Y	Minimum 4 events per annum	Open Spaces & Facilities
4.3.4 - Ensure that the Clarence Valley is sufficiently prepared to deal with natural disasters	4.3.4.1 - Review Council's flood response procedures (5)	Y	Y	Y	By November each year	Civil Services
	4.3.4.2 - Implement the CVC-RFS Service Level Agreement (ongoing)	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.3.4.3 - Support the Rural Fire Service Liaison Committee	Y	Y	Y	Attend 100% of all scheduled RFS Liaison Committee meetings	Open Spaces & Facilities
	4.3.4.4 - Undertake hazard reduction activities as per hazard reduction program	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.3.4.5 - Implement RFS grant funded works program	Y	Y	Y	By May each year	Open Spaces & Facilities
	4.3.4.6 - Preparation of Glenreagh Floodplain Risk Management Plan (4)	-	Y	N	By December 2015	Strategic & Economic Planning

Community Strategic Plan Objective	4.3 - We will establish a healthy balance between development and the environment					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	4.3.4.7 - Complete audit of Floodplain Risk Management plan actions	Y	N	N	By November 2014	Strategic & Economic Planning
	4.3.4.8 - Finalisation of Brooms Head Coastal Zone Management Plan	Y	N	N	By December 2014	Strategic & Economic Planning
	4.3.4.9 - North Grafton levee overtopping planning response (4)	-	Y	N	By December 2015	Strategic & Economic Planning
	4.3.4.10 - Planning proposal to implement revised flood model	Y	N	N	By December 2014	Strategic & Economic Planning
	4.3.4.11 - Preliminary assessment of riverbank risk	N	Y	N	By February 2016	Strategic & Economic Planning

Community Strategic Plan Objective	4.4 - We will reuse, recycle and reduce wastage					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
4.4.1 - Promote recycling, reuse and provide regular and efficient waste and recycling services	4.4.1.1 - Implement the domestic waste management and commercial collection service	Y	Y	Y	Domestic Waste Diversion from Landfill - to meet 70% per annum	Open Spaces & Facilities
	4.4.1.2 - Meet Commercial Waste Diversion from Landfill target (1)	Y	-	-	Commercial Waste Diversion from Landfill - to meet 70% per annum	Open Spaces & Facilities
	4.4.1.3 - Meet Construction & Demolition Waste Diversion from Landfill target (1)	Y	-	-	Construction & Demolition Waste Diversion from Landfill - to meet 80% per annum	Open Spaces & Facilities
	4.4.1.4 - Meet Dry Recycling Contamination target (5)	Y	Y	Y	Dry Recycling Contamination - to be less than 6% per annum	Open Spaces & Facilities
	4.4.1.5 - Meet Organics Contamination target (5)	Y	Y	Y	Organics Contamination - to be less than 5% per annum	Open Spaces & Facilities
	4.4.1.6 - Work with North East Waste to identify and apply for NSW Government Waste Less, Recycle More grants to improve waste management performance	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.4.1.7 - Complete Iluka Waste Transfer Station (WTS)	Y	N	N	By June 2015	Open Spaces & Facilities
	4.4.1.8 - Upgrade waste drop-off facilities – Maclean WTS & Regional Landfill	Y	N	N	By June 2015	Open Spaces & Facilities
	4.4.1.9 - Review Solid Waste Resource Management Strategy	N	Y	N	By June 2016	Open Spaces & Facilities

Community Strategic Plan Objective	4.4 - We will reuse, recycle and reduce wastage					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	4.4.1.10 - Develop Minnie Water Waste Transfer Station (1)	N	-	-	By June 2016	Open Spaces & Facilities
	4.4.1.11 - Upgrade Grafton Waste Transfer Station (1)	N	-	-	By June 2016	Open Spaces & Facilities
	4.4.1.12 - Upgrade Maclean Waste Transfer Station	N	N	Y	By June 2017	Open Spaces & Facilities
4.4.2 - Provide education to the community on ways to minimise the waste produced by households	4.4.2.1 - Implement community waste education program	Y	Y	Y	By June each year	Open Spaces & Facilities
	4.4.2.2 - Participate and promote the annual Clean Up Australia Day event	Y	Y	Y	By March each year	Open Spaces & Facilities
	4.4.2.3 - Construct Regional Landfill Education Centre	Y	N	N	By June 2015	Open Spaces & Facilities
4.4.3 - Implement initiatives to reduce illegal dumping and provide community education to prevent rubbish entering our waterways	4.4.3.1 - Implement targeted litter reduction programs	Y	Y	Y	Run one litter reduction campaign annually	Open Spaces & Facilities
4.4.4 - Identify and implement water conservation and sustainable water usage practices in Council operations	4.4.4.1 - Implement water efficient design and undertake water usage audits in Council operations	Y	Y	Y	2 audits per annum	Water Cycle

Community Strategic Plan Objective	4.4 - We will reuse, recycle and reduce wastage					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
4.4.5 - Identify technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint	4.4.5.1 - Review capacity to generate electricity from landfill gas capture system (4)	-	Y	N	By June 2016	Open Spaces & Facilities
	4.4.5.2 - Design next landfill footprint expansion (4)	-	Y	N	By April 2016	Open Spaces & Facilities
	4.4.5.3 - Develop & implement compost bagging project (subject to grant funding)	Y	N	N	By June 2015	Open Spaces & Facilities
	4.4.5.4 - Amend landfill license to allow acceptance of drilling mud	Y	N	N	By June 2015	Open Spaces & Facilities
	4.4.5.5 - Construct landfill footprint expansion (1)	N	-	-	By June 2016	Open Spaces & Facilities
	4.4.5.6 - Upgrade landfill weighbridge software	N	Y	N	By June 2016	Open Spaces & Facilities
	4.4.5.7 - Expand landfill gas capture system	N	N	Y	By June 2017	Open Spaces & Facilities
	4.4.5.8 - Sewerage operations and maintenance are regularly reviewed to reduce ecological footprint	Y	Y	Y	Operating emissions (as measured by tonnes of CO2 generated) is no higher than previous financial year	Water Cycle
	4.4.5.9 - Sewerage operations and maintenance are regularly reviewed to reduce ecological footprint	Y	Y	Y	Renewable energy usage (as a % of total water supply energy usage) increases by minimum 5% compared with previous financial year	Water Cycle

Community Strategic Plan Objective	5.1 - We will have a strong, accountable and representative Government					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
5.1.1 - Provide a clear direction for the community through the Community Plan, Delivery Program and Operational Plan	5.1.1.1 - Develop Council's annual Operational Plan	Y	Y	Y	By June each year	Organisation Performance & Governance
	5.1.1.2 - Review Council's Delivery Program	Y	Y	Y	By June each year	Organisation Performance & Governance
5.1.2 - Create awareness of Council's roles and responsibilities and the services that Council provides	5.1.2.1 - Establish marketing plans for Council's commercial enterprises	Y	N	N	By June 2015	Organisation Performance & Governance
	5.1.2.2 - Establish a regular staff newsletter that is relevant and informative	Y	N	N	By December 2014	Organisation Performance & Governance
	5.1.2.3 - Production of Council quarterly newsletter	Y	Y	Y	Council newsletter issued 4 times per year	Strategic & Economic Planning
5.1.3 - Engage with the community and use community input to inform decision making	5.1.3.1 - Conduct and report on Community Satisfaction Survey	Y	Y	Y	By June each year	Organisation Performance & Governance
	5.1.3.2 - Review and report on Community Feedback Forms (1)	Y	-	-	Monthly	Organisation Performance & Governance
	5.1.3.3 - Review Foyer Presentations (5)	Y	Y	Y	25 foyer presentations per annum	Information & Communication Services
	5.1.3.4 - Review Statistics for Council's website	Y	Y	Y	Report by June	Information & Communication Services

Community Strategic Plan Objective	5.1 - We will have a strong, accountable and representative Government					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.1.3.5 - Review feedback regarding website and take appropriate action	Y	Y	Y	Report by June	Information & Communication Services
	5.1.3.6 - Establish Council presence on alternate media eg Twitter and Facebook	Y	N	N	By June 2015	Organisation Performance & Governance
	5.1.3.7 - Establish community email register	Y	N	N	By June 2015	Organisation Performance & Governance
	5.1.3.8 – Implement process for reviewing and actioning customer feedback (3)	-	Y	N	By August 2015	Organisation Performance & Governance
5.1.4 - Provide open, accountable and transparent decision making for the community	5.1.4.1 - GIPA Records Search (5)	Y	Y	Y	GIPA search completed within 10 days	Information & Communication Services
	5.1.4.2 - Review Information Management Policy	N	N	Y	Report by May	Information & Communication Services
	5.1.4.3 - Develop Information Management Plan	N	Y	N	Draft by June	Information & Communication Services
	5.1.4.4 - Develop Social Media Protocols	N	Y	N	Draft by June	Information & Communication Services
	5.1.4.5 - DA's processed within statutory timeframe	Y	N	N	70% of DA's processed within 40 days	Environment, Development & Regulated Services

Community Strategic Plan Objective		5.1 - We will have a strong, accountable and representative Government				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.1.4.6 – Plan and conduct Council election (3)	-	Y	N	September 2016	Organisation Performance & Governance
5.1.5 – Provide strong representation for the community at regional, state and federal levels	5.1.5.1 - Provide representatives for peak regional, state and federal committees and conferences including: - Arts Northern Rivers - NOROC's natural resource group - Regional Library - LGA conference - State Infrastructure Taskforce - Flood Association - ALGA conference	Y	Y	Y	100%	Executive
5.1.6 - Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability	5.1.6.1 - Ensure all major capital decisions made during the budget preparation process are made with reference to whole-of-life costing	Y	Y	Y	By June each year	Finance & Supply
	5.1.6.2 - Processing of Planning Proposal applications. All planning proposals meet state government gateway benchmarks as specified in each application	Y	Y	Y	100% compliance	Strategic & Economic Planning
	5.1.6.3 - Review of CVLEP & DCPs to address anomalies and prepare draft and refer to Council for pre-Gateway decision (4)	-	Y	N	By November 2015	Strategic & Economic Planning
	5.1.6.4 - Audit of Council controlled reserves and Crown Land	Y	N	N	By December 2014	Strategic & Economic Planning
	5.1.6.5 - Review of long term Council controlled land assets	N	Y	N	Draft report to Council by September 2015	Strategic & Economic Planning

Community Strategic Plan Objective		5.1 - We will have a strong, accountable and representative Government				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.1.6.6 - Section 94 Plan for James Creek (timing influenced by developer demands) (1)	N	-	-	Section 94 plan by December 2015	Strategic & Economic Planning
	5.1.6.7 - Draft Development Control Plan for James Creek (1)	N	-	-	By December 2015	Strategic & Economic Planning
	5.1.6.8 - Research and collect data to quantify local visitor economy (1)	Y	-	-	Data collected and analysed by June 2015	Strategic & Economic Planning
5.1.7 - Establish a strategic rating structure that is equitable across the region	5.1.7.1 - Review rating structure annually	Y	Y	Y	Rating structure adopted by Council by 30 June	Finance & Supply
5.1.8 - Undertake the civic duties of Council with the highest degree of ethics	5.1.8.1 - Ensure all staff have been made aware of and provided with on-going training in relation to Council's Code of Conduct	Y	Y	Y	By June each year	Organisation Performance & Governance
	5.1.8.2 - Review Code of Conduct complaints process	Y	N	N	By June 2015	Organisation Performance & Governance

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
5.2.1 - Provide services that meet benchmarks determined by the community having regard to both quality and cost	5.2.1.1 - Benchmark all CSS services against the industry standards to inform the community of quality and cost	Y	Y	Y	Annual report provided by July 2015	Care & Support Services
5.2.2 - Operate in a financially responsible and sustainable manner	5.2.2.1 - Fees and charges are reviewed for all CSS services to establish equity and eligibility. New fee structure in place	Y	Y	Y	By June each year	Care & Support Services
	5.2.2.2 - All CSS programs operate within the established budget and funding allocations	Y	Y	Y	100% compliance	Care & Support Services
	5.2.2.3 - Report to Council on budgetary progress during the year	Y	Y	Y	Report to Council monthly	Finance & Supply
	5.2.2.4 - Monthly monitor and report on budget overruns. Advise on actions to address overruns	Y	Y	Y	Provide monthly status report by sub service to Executive	Finance & Supply
	5.2.2.5 - Review Investment Policy and Strategy	Y	Y	Y	By June each year	Finance & Supply
	5.2.2.6 - Ensure Investment returns exceed benchmark	Y	Y	Y	Investment benchmark achieved each month	Finance & Supply
	5.2.2.7 - Report on compliance with Council's Financial Planning Policy	Y	Y	Y	Report to Council quarterly	Finance & Supply
	5.2.2.8 - Develop and Implement consolidated grant reporting framework (4)	-	Y	N	By December 2015	Finance & Supply

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.2.9 - Review 10 Year IT Asset Replacement Plan	Y	Y	Y	By December each year	Information & Communication Services
	5.2.2.10 - Review 10 Year IT Financial Plan	Y	Y	Y	By December each year	Information & Communication Services
5.2.3 - Ensure existing and future infrastructure is affordable, funded, managed and maintained to ensure inter generational equity and sustainability	5.2.3.1 - Install a minimum of one energy mitigation project within existing administration or depot buildings	Y	Y	Y	Complete one energy mitigation project annually	Open Spaces & Facilities
	5.2.3.2 - Complete review and tender for administration and depot cleaning contracts	Y	N	N	By June 2015	Open Spaces & Facilities
	5.2.3.3 - Complete review and issue tender for administration and depot security contracts	Y	N	N	By June 2015	Open Spaces & Facilities
	5.2.3.4 - Complete review and issue Expressions of Interest for a panel of trade contractors to service buildings subject to corporate support systems being resourced and adequate	Y	N	N	By June 2015	Open Spaces & Facilities
	5.2.3.5 - Review and benchmark caravan park pricing appropriate to target market	Y	Y	Y	By June each year	Open Spaces & Facilities
	5.2.3.6 - Undertake regular caravan park management contract reviews	Y	Y	Y	Hold minimum 4 contractor management performance meetings annually	Open Spaces & Facilities

Community Strategic Plan Objective		5.2 - We will have an effective and efficient organisation				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.3.7 - Update Council's web site to provide on line booking system and information on caravan parks services	Y	Y	Y	Web site is updated regularly and reviewed annually	Open Spaces & Facilities
	5.2.3.8 - Install a minimum of one energy mitigation project within existing commercial or residential buildings (1)	Y	-	-	Complete one energy mitigation project annually.	Open Spaces & Facilities
	5.2.3.9 - Complete review and tender for commercial cleaning contracts	Y	N	N	Contract implemented for cleaning of commercial buildings annually	Open Spaces & Facilities
	5.2.3.10 - Complete review and issue tender for commercial security contracts	Y	N	N	Contract awarded for security of commercial buildings by June 2015	Open Spaces & Facilities
	5.2.3.11 - Complete review and issue an Expressions of Interest for a panel of trade contractors to service buildings subject to corporate support systems being resourced and adequate	Y	N	N	By June 2015	Open Spaces & Facilities
	5.2.3.12 - Install a minimum of one energy mitigation project within an existing community buildings, halls and public amenities building.	Y	Y	Y	Complete one energy mitigation project annually	Open Spaces & Facilities
	5.2.3.13 - Complete review and tender for community buildings, halls and public amenities cleaning contracts	Y	N	N	By June 2015	Open Spaces & Facilities
	5.2.3.14 - Complete review and issue tender for community buildings, halls and public amenities security contracts	Y	N	N	By June 2015	Open Spaces & Facilities
	5.2.3.15 - Complete review and issue an Expressions of Interest for a panel of trade contractors to service buildings subject to corporate support systems being resourced and adequate	Y	N	N	By June 2015	Open Spaces & Facilities

Community Strategic Plan Objective		5.2 - We will have an effective and efficient organisation				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.3.16 - Crown Reserves management operations are reviewed regularly to reduce ecological footprint (ongoing) (1)	Y	-	-	By June each year	Open Spaces & Facilities
	5.2.3.17 - Implement the Open Spaces Strategic Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	5.2.3.18 - To provide a safe and efficient saleyards facility, saleyard management operations are review and reported quarterly	Y	Y	Y	Quarterly	Open Spaces & Facilities
	5.2.3.19 - Coordinate and facilitate the Saleyard Committee and their meetings	Y	Y	Y	Attend minimum four saleyard committee meetings annually	Open Spaces & Facilities
	5.2.3.20 - Review saleyard business operations and report reported to Council	Y	N	N	By July 2014	Open Spaces & Facilities
	5.2.3.21 - Implement Wastewater Treatment Plant Operational Plan – comply with EPA licence conditions and no breach of licence conditions annually	Y	Y	Y	Nil breaches of licence	Open Spaces & Facilities
	5.2.3.22 - NSW EPA Wastewater Treatment Plant reporting/Annual Report is submitted on time	Y	Y	Y	Reports are submitted in accordance with licence conditions and annual report submitted by June annually	Open Spaces & Facilities
	5.2.3.23 - Support the Landcare/Dunecare network and coordinate the Landcare/Dunecare network meetings	Y	Y	Y	Coordinate and organise four (4) Landcare/Dunecare meetings annually	Open Spaces & Facilities
	5.2.3.24 - Participate in the North Coast Weeds Advisory Committee and awareness and education initiatives (ongoing)	Y	Y	Y	Attend 90% of all scheduled NCWAC meetings annually	Open Spaces & Facilities

Community Strategic Plan Objective		5.2 - We will have an effective and efficient organisation				
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.3.25 - Coordinate and liaise with Clarence Floodplain and Estuary Partnership Committee and awareness and education initiatives (ongoing)	Y	Y	Y	Coordinate a minimum 2 Clarence Floodplain and Estuary Partnership meetings annually	Open Spaces & Facilities
	5.2.3.26 - Report and provide information on the State of the Environment Report	Y	Y	Y	By 30 October annually	Open Spaces & Facilities
	5.2.3.27 - Completed scheduled NRM grant funded projects and submit progress/final reports on time	Y	Y	Y	Complete 90% of grant programs completed on budget and within time	Open Spaces & Facilities
	5.2.3.28 - Implement the Open Spaces Strategic Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	5.2.3.29 - Implement the Sports Facilities Plan (1)	Y	-	-	By June each year	Open Spaces & Facilities
	5.2.3.30 - Implement Landfill Environmental Management Plan – comply with EPA licence conditions and no breach of licence conditions annually	Y	Y	Y	By June each year	Open Spaces & Facilities
	5.2.3.31 - NSW EPA Regional Landfill Annual Report is submitted on time	Y	Y	Y	100%	Open Spaces & Facilities
	5.2.3.32 - Domestic waste charges reviewed annually	Y	Y	Y	By June each year	Open Spaces & Facilities
	5.2.3.33 - Strategic/Asset Management Plan for waste management is reviewed and maintained annually (1)	Y	-	-	By June each year	Open Spaces & Facilities

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
5.2.4 - Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels	5.2.4.1 - Establish business plans across the organisation (5)	-	N	Y	By December 2016	Organisation Performance & Governance
5.2.5 - Establish Council as an employer of choice who trains, recruits and retains talented staff and facilitates a diverse workforce	5.2.5.1 - Increase number of places for trainees and apprentices and participate in school based trainee program	Y	Y	Y	Number of agreed placements successfully filled	Human Resources
	5.2.5.2 - Develop and implement ATSI employment program	Y	N	N	By June 2015	Human Resources
	5.2.5.3 - Review staff protocols and provisions to attract and retain appropriately skilled and/or younger staff	Y	N	N	By June 2015	Human Resources
5.2.6 - Provide customer service excellence	5.2.6.1 - Review Customer Service Policy	Y	Y	Y	By June each year	Information & Communication Services
	5.2.6.2 - Review Customer Service Charter	Y	Y	Y	By June each year	Information & Communication Services
	5.2.6.3 - Review and report on Customer Service Knowledge base	Y	Y	Y	By June each year	Information & Communication Services
	5.2.6.4 - Review Customer Service Procedures	Y	Y	Y	By June each year	Information & Communication Services
	5.2.6.5 - Issue of Section 149 Certificates - average turnaround time within benchmark	Y	Y	Y	3 working days	Strategic & Economic Planning

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.6.6 - Provide seven day a week visitor information services. Visitor Information Centre to meet registration requirements	Y	Y	Y	100%	Strategic & Economic Planning
5.2.7 - Pursue excellence in service delivery by fostering innovation and a continuous improvement environment	5.2.7.1 - The Continuous Quality Improvement Plan is maintained in relation to industry standards and improvements implemented for all CSS Services. Systems are adopted for new individual funding	Y	Y	Y	Individual packaged care implemented for 100% of services by July 2015	Care & Support Services
	5.2.7.2 - Increase the number of children attending Vacation Care to achieve 90% occupancy each year (1)	-	-	-	90% occupancy rate	Care & Support Services
	5.2.7.3 - The Continuous Quality Improvement Plan is maintained in relation to industry standards and improvements implemented for all CSS Services. All clients consulted to measure satisfaction with service (5)	Y	Y	Y	Annual client survey completed	Care & Support Services
	5.2.7.4 - As part of the Continuous Quality Improvement Plan a complaints and feedback register maintained for all CCS services and annual report prepared (5)	Y	Y	Y	Annual Report completed	Care & Support Services
	5.2.7.5 - Provide additional rate payment options (5)	-	Y	N	Direct Debit facility to be implemented by July 2015	Finance & Supply
	5.2.7.6 - Review Information Services Strategic Plan	Y	Y	Y	Report by June	Information & Communication Services

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
5.2.8 - Identify and manage risk associated with all Council activities and ensure a safe and healthy work environment	5.2.8.1 - Develop and implement section based Work Health and Safety Action plans	Y	N	N	By June 2015	Human Resources
	5.2.8.2 - Undergo annual StateCover Audit annually	Y	Y	Y	By June each year	Human Resources
	5.2.8.3 - Review IT Backup Strategies	Y	Y	Y	Report by June	Information & Communication Services
	5.2.8.4 - Review Disaster Management Plan	Y	Y	Y	Report by June	Information & Communication Services
	5.2.8.5 - Establish risk management strategy, plans, templates, procedures	N	Y	N	By December 2016	Organisation Performance & Governance
5.2.9 - Ensure Council operations are supported by the most effective internal service provision and governance structures	5.2.9.1 - Plan and implement training programs for elected members on matters relevant to the ongoing governance requirements of Council	Y	Y	Y	By June each year	Organisation Performance & Governance
	5.2.9.2 - Heavy Plant usage is assessed against industry standards. Disposal program and 10 year replacement plan developed (4)	-	Y	Y	By June each year	Civil Services
	5.2.9.3 - Alternate and new plant items assessed to improve efficiency in Council operations	Y	Y	Y	By April each year	Civil Services
	5.2.9.4 - Plant rates to be reviewed for annually to ensure rates reflect whole-of-life costing	Y	Y	Y	By April each year	Civil Services

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.9.5 - A Rehabilitation Management Plan for Taylors Quarry is developed in consultation with Mine Safety Operations Branch, NSW Trade & Investment	Y	N	N	By December 2014	Civil Services
	5.2.9.6 - A Rehabilitation Management Plan for Ellis Quarry is developed	Y	N	N	By December 2014	Civil Services
	5.2.9.7 - Review the Causleys Quarry Management Plan and investigate options to value add to the products currently produced at the quarry by 31 December 2014	Y	N	N	By December 2014	Civil Services
	5.2.9.8 - Complete an operational assessment of Council owned quarries to re-assess gravel quality, operational issues and estimated life on current usage rates	Y	N	N	By June 2015	Civil Services
	5.2.9.9 - Determine quarries no longer required for operational needs (1)	N	-	-	By December 2015	Civil Services
	5.2.9.10 - Audits are undertaken on each quarry against the Quarry Management Plan (5)	Y	Y	Y	By December each year	Civil Services
	5.2.9.11 - Review debt management procedures for all Council debtor types (4)	Y	Y	N	By September 2015	Finance & Supply
	5.2.9.12 - Implement revised debt management procedures (4)	-	Y	N	By December 2015	Finance & Supply
	5.2.9.13 - Scope new financial modelling software	Y	N	N	By December 2014	Finance & Supply

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.9.14 - Implement new financial modelling software (4)	-	Y	N	By November 2015	Finance & Supply
	5.2.9.15 - Implement new fleet management software within Works and Assets module (4)	-	Y	N	By December 2015	Finance & Supply
	5.2.9.16 - Revise preferred supplier listing (5)	Y	Y	Y	By December each year	Finance & Supply
	5.2.9.17 - Implementation of revised procurement policies and procedures (4)	-	Y	N	By December 2015	Finance & Supply
	5.2.9.18 - Replace IT Assets as per 10 year Asset Replacement Plan	Y	Y	Y	By June each year	Information & Communication Services
	5.2.9.19 - Review 2 Information Services Policies (1)	Y	-	-	By June each year	Information & Communication Services
	5.2.9.20 - Review structure and design of Intranet	N	Y	N	By June 2016	Information & Communication Services
	5.2.9.21 - Review Information Management Strategy (1)	Y	-	-	By June each year	Information & Communication Services
	5.2.9.22 - Arrange and facilitate meetings of the Audit Committee (5)	Y	Y	Y	4 meetings per annum	Organisation Performance & Governance
	5.2.9.23 - Scope new Business Paper system	Y	N	N	By June 2015	Organisation Performance & Governance

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.9.24 - Implement new Business Paper system	N	Y	N	By June 2016	Organisation Performance & Governance
5.2.10 - Provide education and support so the Clarence Valley is sufficiently prepared to deal with natural disasters and emergencies	5.2.10.1 - An Emergency Management Plan is developed and implemented for all customers of Care and Support Services	Y	N	N	By December 2014	Care & Support Services
	5.2.10.2 - Review the Risk Management, Disaster Recovery and Data backup sections of the Information Services Strategic Plan	Y	Y	Y	Report by June each year	Information & Communication Services
	5.2.10.3 - Implement community bushfire education programs with RFS (1)	Y	-	-	By May each year	Open Spaces & Facilities
5.2.11 - Ensures compliance with regulatory and statutory requirements	5.2.11.1 - All CSS services comply with the funding agreements for statutory and regulatory reporting. All reports are to be lodged by due date	Y	Y	Y	100% compliance	Care & Support Services
	5.2.11.2 - Prepare annual Financial Statements and submit for audit	Y	Y	Y	By September each year	Finance & Supply
	5.2.11.3 - Investment Report submitted to Council	Y	Y	Y	Each month	Finance & Supply
	5.2.11.4 - Submit audited statutory Financial Reports to the DLG and ABS (5)	Y	Y	Y	By October each year	Finance & Supply
	5.2.11.5 - Submit Grants Commission Return to DLG	Y	Y	Y	By November each year	Finance & Supply

Community Strategic Plan Objective	5.2 - We will have an effective and efficient organisation					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.2.11.6 - Submit Statutory Rating Return to OLG (5)	Y	Y	Y	By October each year	Finance & Supply
	5.2.11.7 - Quarterly budget review statements prepared (November, February, May)	Y	Y	Y	Quarterly	Finance & Supply
	5.2.11.8 - Develop annual budget	Y	Y	Y	By June each year	Finance & Supply
	5.2.11.9 - Develop Annual Fees and Charges document	Y	Y	Y	By June each year	Finance & Supply
	5.2.11.10 - Develop Revised Long Term Financial Plan	Y	Y	Y	By June each year	Finance & Supply
	5.2.11.11 - Revalue Council's assets at Fair Value in accordance with Accounting Standards and DLG Guidelines (1)	Y	-	-	By August each year	Finance & Supply
	5.2.11.12 - Prepare and lodge grant funding acquittals and reports	Y	Y	Y	Each month by due date	Finance & Supply
	5.2.11.13 - Submit on EEO Management Plan Report	Y	Y	Y	By March each year	Human Resources
	5.2.11.14 - Asset Management Plan for commercial buildings updated annually (1)	Y	-	-	By June each year	Open Spaces & Facilities
	5.2.11.15 – Revaluation of Council's assets in accordance with Accounting Standards and DLG Guidelines (3)	-	Y	N	By July 2015	Finance & Supply

Community Strategic Plan Objective	5.3 - We will have the objectives of this plan delivered					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
5.3.1 - Resource the organisation of Council adequately to provide the services and support functions to deliver the objectives of this plan	5.3.1.1 - Develop and adopt Council's Resourcing Strategy each year	Y	Y	Y	By June each year	Executive
	5.3.1.2 - Provide opportunities to remaining staff to skill up via higher grade or mentored work opportunities prior to anticipated exit dates of key personnel	Y	N	N	Monitor on AL and LSL Plan progress and report on higher grade placements by 30 June 2015	Human Resources
	5.3.1.3 - Continue to promote region as desirable life and work location	Y	N	N	All Web page and recruitment ads contain work/life balance information	Human Resources
	5.3.1.4 - Ensure managers undertake annual review of staffing and report to Executive on how best to meet organisational goals and objectives	Y	Y	Y	By March each year	Human Resources
5.3.2 - Implement a performance management framework to enable proactive reporting on progress against milestones and key indicators	5.3.2.1 - Implement a performance and skill assessment system following a consultative processes for Care and Support Services field staff	Y	N	N	By July 2014	Human Resources
	5.3.2.2 - Recommend to Executive that regular attitudinal surveys be undertaken. Options for surveys developed	Y	N	N	By March 2015	Human Resources
	5.3.2.3 - Schedule regular meeting/forums with front line staff to share vision & objectives (5)	Y	Y	Y	Minimum 2 per year	Human Resources

Community Strategic Plan Objective	5.3 - We will have the objectives of this plan delivered					
Delivery Program 2013-2017 Strategy	Operational Plan Action	14/15	15/16	16/17	KPI	Responsible Manager
	5.3.2.4 - Scope new Corporate Planning and Performance Management System in order to measure progress against the annual Operational Plan	Y	N	N	By June 2015	Organisation Performance & Governance
	5.3.2.5 - Implement new Planning and Performance Management System	N	Y	N	By June 2016	Organisation Performance & Governance



Section E

Our Revenue Policy



SECTION E - OUR REVENUE POLICY

1. Proposed Borrowings

General Fund

Council has traditionally funded the majority of its capital works (i.e. construction works) through borrowings. However, NSW Treasury Corporation (T-Corp) has expressed, as part of the Local Infrastructure Renewal Scheme Financial Assessment and Benchmarking Report (October 2012), concern over Council's liquidity and ability to service debt over the long term and has even gone so far as to suggest that Council consider foregoing future forecast borrowings in order to improve its liquidity position and achieve long term financial sustainability.

Along those lines in February 2015 Council engaged consultants Ernst & Young to complete a review of Council's current debt portfolio. The objective of this review was to add flexibility to Council's debt portfolio through; the transition to the use of interest only loan repayments, cost savings through consideration of combined fixed and variable interest rate loans for new loan borrowings, and provide a targeted amount for a sustainable debt portfolio over the long term (\$110M). To achieve these objectives it is recommended that Council revise its Loan Borrowing Policy and Council has sought to refinance its existing debt portfolio to take advantage of favourable market conditions which will drive interest savings. However, after market testing it was determined that savings from refinancing were limited due to the significant break costs – only \$42M of Council's total portfolio of \$126m (as at February 2015) was considered feasible for refinancing. The refinanced loan will achieve interest savings for Council of some \$621,000 over 13 years and cash flow savings of \$3.4M during the first 5 years of the refinanced loan.

Taking into account the concerns expressed by NSW Treasury Corporation and Council's objective for reducing its debt to within the sustainable target range of \$110M Council plans to pay out a renewal loan in June 2016 which will reduce Council's debt by \$500,000.

The Operational Plan proposes no new General Fund loans be raised to fund Council's Capital Works program for 2015/16. Instead it is proposed that for 2015/16, Council utilise existing Internal Financial Reserves to assist with funding the General Fund Capital Works program.

Water

There are no proposed 2015/16 loan borrowings.

Sewer

The proposed borrowings for 2015/16 are \$6M which is to be used to fund the Yamba STP construction.

2. Rates Income

Council levies property rates in accordance with the provisions of the Local Government Act. Each property that is rateable has a rate levied which is either a minimum rate or a base charge plus ad valorem rate. The Act allows a number of variations in how rates can be levied and to understand the difference it is handy to understand the following terms:

Unimproved Capital Value (UCV)

This is the value of a parcel of land, as determined by the State Valuer-General, not taking into account any improvements such as houses, landscaping, pools, etc.

Ad Valorem (On the Value) Rate

This is the rate in the \$ based on a property's UCV. For instance, a rate in the \$ rate of 0.5184 means a property is rated 51.84 cents for every \$100 UCV.

Minimum Rate

Council can also charge a minimum rate, which means that if the rate applicable under the ad valorem rate is less than the minimum, then the minimum will be charged.

Base Rate

In addition to an ad valorem rate, Council can also charge a base rate which when added to the ad valorem rate gives the applicable rate. The levying of a base rate tends to nullify the effects of wide variations in the movement of the property values. It assumes that all properties benefit from the availability of services and facilities provided by the Council.

Rate Pegging

The Independent Pricing and Regulatory Tribunal (IPART) have determined that Council's general income may be increased by 2.4% under section 506 of the Local Government Act 1993 for the rating year commencing 1 July 2015.

IPART have advised that in determining the 2015/16 rate peg, they have taken into consideration four components.

1. The rise in the Local Government Cost Index (LGCI) for the year ending with the September quarter 2014 – 2.47%
2. An ABS market sector, value-added 15 year average multi factor productivity rate based on quality adjusted hours worked – 0.04%
3. There is no adjustment to the 2015/16 rate peg for the carbon price repeal effective 1 July 2014. This is mainly because the LGCI captures some of the impact of the carbon price removal as it includes price changes for the year to September 2014. IPART estimates that the remaining effects of the carbon price removal will be captured gradually in the 2016/17 and 2017/18 rate pegs
4. A deduction for rounding of 0.03%.

Adopted Rate Structure 2015/16 – 2.4% Permissible Increase – General Rates

Rate	Category	Number of Properties	Rate in \$	Mini-mum	Base Amount	% from Base	Income from Base	Total Yield
1	Farmland	2,123	0.25447		330.00	25.26%	\$700,590	\$2,773,092
2	Residential – <i>Ashby, Chatsworth, Copmanhurst, Brushgrove, Gulmarrad, Harwood, Ilarwill, Lawrence, Palmers Island, Coutts Crossing, Woombah, Cowper, Glenreagh, Swan Creek, Tucabia, Ulmarra, plus rural residential areas. This includes Residential Flood prone Land (15 Properties)</i>	7,718	0.58096	497.00				\$6,033,566
2(i)	Residential A – <i>Angourie, Brooms Head, Diggers Camp, Iluka, Sandon River, Minnie Water, Wooloweyah, Wooli</i>	2,235	0.41652	497.00				\$2,054,690
2(ii)	Residential B – <i>Maclean, Townsend</i>	1,523	0.52298		320.00	36.76%	\$487,360	\$1,325,918
2(iii)	Residential C – <i>Yamba</i>	3,252	0.40689		320.00	27.19%	\$1,040,640	\$3,827,425
2(iv)	Residential E – <i>Grafton, Junction Hill</i>	7,591.15	0.71363		390.00	38.41%	\$2,960,549	\$7,708,343
3	Business	226	0.65778		310.00	22.99%	\$70,060	\$304,779
3(i)	Business B – <i>Maclean CBD</i>	90	0.72122		310.00	14.22%	\$27,900	\$196,218
	Business B – <i>Maclean, Townsend Other Business</i>	74	0.72122		310.00	17.13%	\$22,940	\$133,883
3(ii)	Business C – <i>Iluka Industrial</i>	24	0.67940		310.00	21.35%	\$7,440	\$34,847
	Business C – <i>Iluka Other Business</i>	33	0.67940		310.00	10.52%	\$10,230	\$97,200

Rate	Category	Number of Properties	Rate in \$	Mini-mum	Base Amount	% from Base	Income from Base	Total Yield
3(iii)	Business D – <i>Yamba CBD (includes Treelands Drive)</i>	92	0.60272		310.00	9.63%	\$28,520	\$296,222
	Business D – <i>Yamba Other Business</i>	184	0.60272		310.00	16.57%	\$57,040	\$344,303
3(iv)	Business E – <i>Grafton & Sth Grafton CBD</i>	371.71	1.77525		390.00	8.63%	\$144,967	\$1,680,710
3(v)	Business F – <i>Grafton & Sth Grafton Other Business</i>	301.14	1.2219		390.00	19.18%	\$117,445	\$612,372
3(vi)	Business – <i>Jetties</i>	84	0.55					\$1,296
	Total ordinary rates	25,921					\$5,718,580	\$27,424,863

Note: Rates in \$ subject to valuation amendments.

Business B – Maclean/Townsend

Maclean CBD has been defined as the Business properties located within the following area – from the river up Taloumbi Street to River Street east along River Street to Short Street, down Short Street to Stanley Street, south along Stanley Street to Alexander Street then into McLachlan Street to Howard Street, Howard Street to the river. A map showing this CBD boundary is attached, refer Appendix A.

Business C – Iluka

Iluka Industrial Area has been defined as all Businesses located within the Industrial Estate off Henry Searle Drive. A map showing this Iluka Industrial area boundary is attached, refer Appendix A.

Business D – Yamba

Yamba Town CBD has been defined to include the Business properties within the following area – from Ford Park up Claude Street across to the Yamba Golf Club to Queen Street, Queen Street up to Clarence Street, Clarence Street to Ritz Street and then down Ritz Street to the coast line. A map showing this CBD boundary is attached, refer Appendix A.

The Treelands Drive business area has also been identified as a CBD area for Yamba and has been defined as follows. The business properties on the western side of Treelands Drive and the business properties on the eastern side of Treelands Drive between Park Ave and Roberts Close. A map showing this CBD boundary is attached, refer Appendix A.

Business E – Grafton and South Grafton

Grafton CBD (north side of the river) defined as Business properties within the following area – from the river up Mary Street to Bacon Street, down Bacon Street to Queen Street, Queen Street to Oliver Street, down Oliver Street to Villiers Street, Villiers Street to Clarence Street and then down Clarence Street to the river. A map showing this CBD boundary is attached, refer Appendix A.

The CBD for South Grafton has been defined as follows. Business properties within the area – from the river down Cowan Street to Ryan Street, then east along Ryan Street to Bligh Street, along Bligh Street to Vere Street, Vere Street to Kelly Street, Kelly Street to the Pacific Highway, along Schwinghammer Street to Heber Street and then back to the river. A map showing this CBD boundary is attached, refer Appendix A.

Business F – Grafton & South Grafton Other Business

Will include all Business properties located outside the boundaries of the Grafton and South Grafton CBD areas including the business properties located at Junction Hill and Trenayr. A map showing the Junction Hill and Trenayr Business properties is attached, refer Appendix A.

3. Water Charges

The requirements of best practice pricing for water include having one price for both residential and non-residential consumers and acquiring 25% of income from fixed charges and 75% of income from consumption charges. In a concerted effort to meet these requirements the Council adopted a pricing path in the 2005/06 Management Plan that included a 5 year phase-in period for the non-residential charges to reach the same level as the residential charge in 2010.

Where a property has multiple meters the property is only charged for the single largest meter until the end of the phase-in period. This will allow consumers with multiple meters time to assess the need for each meter and whether they can reduce the number of meters and therefore the fixed charge. While the 5 year phase-in period concluded in 2009/10, it is proposed to continue charging properties only for the single largest meter in 2015/16.

Water Charges 2015/16

Annual charges for water have been traditionally based on CPI increases. The 2006/07 Management Plan reviewed the adopted pricing path taking into account the final construction phase of the regional water supply project, and proposed an increase in water charges in real terms (i.e. not including inflation) by 4% per year. This decision was based on financial modeling that identified the need to maintain similar increases for several years. The current modeling indicates that the increase required for 2015/16 is 6.5% (4% real terms increase plus 2.5% CPI). From 2016/17 increases in water charges will be linked to CPI only. The charges for 2015/16 are shown in Tables 1 and 2:

Table 1: 2015/16 Water Consumption Charges

	2014/15 Charge	2015/16 Charge	Estimated 2015/16 Yield
Consumption (residential)	\$1.79	\$1.91	} \$5.9M
Residential inclining block for average daily water consumption above 1.233kl/day per unit or residence per billing period	\$2.68	\$2.87	
Consumption (non-residential)	\$1.79	\$1.91	\$3.13M
Consumption Untreated (Raw) Water	\$0.89	\$0.96	\$57,000

Table 2: Fixed (Access) Water Charges for 2015/16

Water Meter Size*	2014/15 Fixed Charge	2015/16 Fixed Charge	Estimated Yield 2015/16
Unconnected	\$149	\$159	} \$4.14M
20mm	\$166	\$177	
25mm	\$259	\$277	
32mm	\$425	\$453	
40mm	\$664	\$708	
50mm	\$1,038	\$1,106	
80mm	\$2,656	\$2,832	
100mm	\$4,150	\$4,425	

**The access charge for meter sizes greater than 20mm is calculated on the square of the meter size compared with a 20mm meter*

Untreated water consumers supplied direct from trunk mains prior to treatment are charged at half of the above access charges. Council does not approve any additional untreated water connections.

As previously mentioned, best practice pricing requires a single charge for both residential and non-residential consumers and based on the adopted phase-in path, charges for 2015/16 are likely to be in accordance with Table 3.

Table 3: Proposed future consumption charges
(6.5% pa increase to 2015/16 includes 2.5% inflation allowance. 2016/17 & 2017/18 increased by 2.5% inflation allowance only)

Consumption Charge	2014/15	2015/16	2016/17	2017/18
Residential \$/kl	\$1.79	\$1.91	\$1.96	\$2.01
Non-Residential \$/kl	\$1.79	\$1.91	\$1.96	\$2.01

Council reviews its 30 year Financial Model for the Water Fund each year. The proposed future consumption charges listed in Table 3 above are considered to be conservative estimates and may change when the 30 year Financial Model is reviewed.

4. Sewerage Charges

In May 2004, the then Department of Energy, Utilities and Sustainability (DEUS) released guidelines for the Best Practice Management of Water Supply and Sewerage. The guidelines require Council to charge a uniform sewerage bill for residential properties, a two part tariff comprising an annual access charge and a uniform sewer usage charge per kilolitre (kL) for non-residential properties and appropriate liquid trade waste fees and charges. In April 2005, Council resolved to adopt best practice pricing for sewerage with common sewerage charges across the Council area, and best practice pricing was implemented in the 2005/06 financial year.

At its meeting of 19 September 2006, Council resolved to adopt a sewerage pricing path which would see the typical residential bill increase in real terms (i.e. not including inflation) by 6.4% per year. Thirty (30) year financial modelling indicates that it is now likely Council will need to maintain this increase until at least 2015/16. The current modeling indicates that the increase required for 2015/16 is 8.9% (6.4% real terms increase plus 2.5% CPI). From 2016/17 increases in sewer charges will be linked to CPI only. Assuming inflation remains constant at 2.5% per annum, the estimated residential sewer charges from 2015/16 to 2018/19 are:

Table 1: Estimated Residential Sewer Charges
(8.9% pa increase to 2015/16 includes 2.5% inflation allowance. 2016/17, 2017/18 and 2018/19 increased by 2.5% inflation allowance only)

Financial Year	2014/15	2015/16	2016/17	2017/18	2018/19
Residential sewer charge*	\$988	\$1,076	\$1,103	\$1,131	\$1,159

*Assumes an increase of 2.5% for inflation only per year from 2016/17


Table 2 below shows the sewerage charges for 2015/16 and Table 3 shows the access charge for non-residential properties:

Table 2: Charges for 2015/16

Property	Adopted 2014/15 Charge	Adopted 2015/16 Charge	Estimated Yield 2015/16
Residential Property (per connection)	\$988	\$1,076	\$13.6M
Residential Property Pressure Sewer zone	\$963 ¹	\$1,051 ¹	\$1.14M
Residential Property Unconnected Availability Charge	\$571	\$622	\$465,000
Non-residential Access Charge (per water meter)	As per Table 3 ²	As per Table 3 ²	See Table 3
Non-residential Sewerage Generation Charge	\$2.99/kL	\$3.26	
Non-rateable properties	\$2.99/kL (no access charge)	\$3.26 (no access charge)	

1. Properties within a pressure sewer zone are charged \$25 less than properties in a gravity sewer zone to reflect the average cost of pressure pump electricity consumption which is paid for by the property
2. The non-residential sewer charge is the sum of the access charge and the generation charge, with a minimum charge of the residential charge (\$1,076 for 2015/16). As meters are read four times per year, the minimum non-residential charge will be calculated on an equivalent charge of \$2.96 per day.

Table 3: Fixed (Access) Sewer Charges Proposed for 2015/16

Water Meter Size*	2014/15 Fixed Charge	2015/16 Fixed Charge	Estimated Yield 2015/16
Unconnected	\$571	\$622	 \$1.07M
20mm	\$571	\$622	
25mm	\$892	\$972	
32mm	\$1,462	\$1,592	
40mm	\$2,284	\$2,488	
50mm	\$3,569	\$3,887	
80mm	\$9,136	\$9,952	
100mm	\$14,275	\$15,550	

**The access charge for meter sizes greater than 20mm is calculated on the square of the meter size compared with a 20mm meter*

Liquid trade waste fees and charges are shown in the fees and charges section.

As noted above, the non-residential sewer charge will be the greater of:

- fixed (access) charge plus sewer generation charge, or
- daily charge of \$2.96

5. Waste Management Charges

The Domestic Waste Management (DWM) charge must be determined each year pursuant to Section 496 of the Local Government Act, 1993. This charge is audited by Council's external auditors to ensure that the rate is reasonable and that the cost of collecting and processing domestic waste throughout the Council area is relative to the charge for providing the service.

Major changes to the Domestic Waste Management service commenced on 30 July 2012 which followed Council's acceptance of a new ten year waste collection contract with JR Richards and Sons. Council has also entered into two further contracts with JR Richards and Sons to construct and operate a new materials recovery facility (MRF) and a new fully enclosed composting facility. The new infrastructure is located at the Grafton Regional Landfill and is processing kerbside collected recyclables and organics.

The changes to the kerbside collection service have resulted in a 43% reduction in the quantity of domestic waste going to landfill. This has significantly increased the recovery of valuable resources from our domestic waste and importantly, it has also reduced our liability under the State Government's waste to landfill levy. As a result Council has not had to increase the domestic waste management charge in 2015/16.

Council also levies a waste management charge pursuant to Section 501 of the Act on all rateable properties. The levy contributes to the cost of developing waste management infrastructure such as waste transfer stations, landfills, composting facilities, recycling centres and other services such as litter collection. The 2015/16 levy has increased from \$42 to \$48. The increase recognises the planned establishment of a new waste transfer station at Iluka and the increased cost of operating the Grafton and Maclean waste transfer stations as a result of new EPA regulations. The waste management charges for 2015/16 are detailed below:

Domestic Waste Charge Section 496	2013/14 Charge	2013/14 Yield	2014/15 Charge	2014/15 Yield	2015/16 Charge	Estimated 2015/16 Yield
3 Bin Service	\$300	\$5,100,000	\$306	\$5,244,800	\$306	\$5,278,500
2 Bin Service	\$243	\$814,050	\$247	\$854,620	\$247	\$901,550
Vacant land	\$25	\$59,250	\$26	\$26,900	\$26	\$26,900
Additional red bin	\$100	\$3,500	\$100	\$3,800	\$100	\$4,000
Additional yellow bin	\$80	\$1,000	\$80	\$1,120	\$80	\$1,120
Additional green bin	\$135	\$1,000	\$130	\$780	\$130	\$780
Waste Management Charge Section 501						
Waste Management Levy	\$40	\$896,385	\$42	\$1,079,106	\$48	\$1,233,250

6. On-Site Effluent Disposal Systems

The annual fee to fund the required level of auditing of the 8,439 on-site sewerage management systems has been indexed by 7.1% to \$30.00 for 2015/16 (\$28.00 2014/15). The fee is levied on all properties with on-site effluent disposal systems.

7. National Competition Policy – Business Activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality Council has declared the following activities as business activities:

Category 1

(where gross operating turnover is over \$2 million)

- **Clarence Valley Council Water Supply Fund**
Provision of Water Supply Services
- **Clarence Valley Council Sewerage Services**
Provision of Sewerage Augmentation, Reticulation & Treatment
- **Clarence Coast Reserve Trust**
Camping and Caravan Park Accommodation
- **Clarence Valley Council Care & Support Services**
Care & Support Services provided by Council, includes:
 - Home Care Levels 2 and 4
 - Far North Coast Disability Aged Care Project
 - Co-ordination of respite services for the disabled throughout the NSW North Coast (“Your Choice”) and Ready Together Packages
 - Home maintenance – gardening and lawn services (RISS)
 - In-Home Domestic Services (RISS)
 - Maclean/Yamba Meals on Wheels
 - Attendant Care
 - Life Choices
 - Community Participation
 - In Home Support
 - Supported Living
 - Active Aging & Community Support

Category 2

(where gross operating turnover is less than \$2 million)

Council has no category 2 businesses.

8. Fees and Charges for 2015/16

Clause 201 of the Local Government (General) Regulation 2005 provides that Council's Revenue Policy must include a statement of the types of fees proposed to be charged by the Council, the amount of each fee, estimated yield and the proposed pricing methodology for each fee.

A schedule of Fees and Charges for 2015/16 has been prepared and is available on Council's website at www.clarence.nsw.gov.au. Council's Schedule of Fees and Charges has 2,299 fees including 68 new fees.

Each fee or charge has been categorised as follows:

- U - User Pays Council pricing reflects the nature of service and costs.
- R - Regulatory The price is set by Council for a goods/service which Council has a regulatory right or obligation to provide.
- S - Statutory The price charged for this goods/service is a statutory charge set by government regulation.

Details of those fees and charges subject to GST and exempt from GST are identified in the Schedule of Fees and Charges. The GST status of each charge/fee depends on whether there is consideration for a supply. Some fees and charges are exempt from GST in accordance with the Federal Treasurer's Determination under Section 81-5 of the A New Tax System (GST) Act 1999 as amended, and as assessed under the Tax Laws Amendment (2011 Measures 2 No. 2) Bill 2011: exempting taxes, fees and charges from the GST.

Generally, where permissible, the majority of Council's fees and charges have been increased by an amount of assumed CPI of 2.5% and rounded. Some prices vary outside CPI based on specific issues impacting the operations, costs, or pricing parameters of the particular service. Regulatory or statutory fees will increase in line with government pronouncements.

The following pricing categories have been used in determining the fees, which are summarised below:

- Full Cost Pricing - Fees are set to enable the recovery of all direct and indirect costs involved in the provision of a service
- Subsidised Pricing - Fees and charges are set at a level that recovers less than the full cost incurred in service delivery. In effect some level of subsidisation is factored into the price.
- Market Pricing - Fees and charges are based on current market fee structures. The market price is usually determined by examining competitors' prices and may have little relationship to the cost of providing the service.
- Statutory Pricing - Fees and charges are set to comply with statutory legislation.

Summary of significant variations with new fees added and existing fees amended:

A number of sections have taken the opportunity to undertake substantial restructures of their fees this year. This has resulted in some fees being significantly reduced to become uniform across the Council area for like services and some seeing substantial increases.

- Fees for rezoning applications have been restructured resulting in six new fees.
- Tennis court, squash court and golf course hire, community hall hire and sporting ground hire have all undergone fee restructuring.
- All Council plant hire rates have been deleted from the schedule as Council no longer undertakes private works so has no requirement for hire rates for plant items.
- Seventeen additional caravan park fees were added including new fees for Minnie Water Caravan Park for the new safari tents that have been installed.
- Eight new tourism service fees have been created for advertising and resource folders.



Section F

Our Financial Summary



SECTION F - OUR FINANCIAL SUMMARY

1. 2015/16 Budget and Forward Financial Plan

Council's 2015/16 budget provides for a permissible general rate increase of 2.4% and has adopted a budget proposed deficit after Capital Expenditure in the General Fund of \$268,607.

Assumptions and factors affecting the budget result have been incorporated into the 2015/16 budget and "Base Case" ten year plan as follows.

1. 2015/16 budgets have been prepared based on Zero Based Budgeting (ZBB) methodologies whereby each budget amount was built from the ground up. All amounts included have been explained by relevant staff. Amounts were determined based on the same service level as budgeted for within the 2014/15 Original Budget however only increased based on the other Key Assumptions mentioned below or by known factors that would directly impact on a Service/ Sub-Service Budget.
2. Water charges have been indexed by 6.5% up until 2015/16 and then by 2.5% from 2016/17 through to 2024/25.
3. Sewer charges have been indexed by 8.9% for 2015/16 and then by 2.5% from 2016/17 through to 2024/25.
4. Domestic Waste Charges for 2015/16 have been kept at the same rate as 2014/15 charges. These charges have been calculated based on reasonable cost requirements and will indexed by 2.5% each year from 2016/17.
5. Apply IPART Rate Peg Limit of 2.4% for 2015/16 and 2.5% from 2016/17 onwards.
6. Employee award increases are from 1 July 2015 2.7% (2014 LG Award) and 2.8% from the 1 July 2016. 2.5% is assumed from 2017/18 onwards.
7. The workers compensation premium has been based upon 3.5% of the estimated wages for 2015/16 assuming all positions on the organisation structure are filled. Indexed in line with employee award increases.

The 2014/15 Premium indicated a Council overall average rate % on wages of 2.93% which resulted in a total premium amount ex GST of \$1,010,275.

Any savings realised will be transferred to the smoothing reserve. Any additional costs will firstly be funded from the smoothing reserve. The limit set on the smoothing reserve to be \$400,000.

8. Superannuation - Employees are generally in either of two schemes being:
 - The Defined Benefits Scheme whereby Council must contribute \$1.90 for every dollar the employee elects to contribute up to a maximum of 9% of their gross wage plus a basic benefits component of 2.5%. The rate assumed for 2015/16 is the current rate elected by the employee. An employee can elect to change their rate each year which comes into effect on the following April.

- The Super Guarantee Scheme (SG) whereby Council is legislatively required to contribute 9.5% of the employee's gross wage for 2015/16 (Super Guarantee Charge or SGC). Based on the new Federal law, the SGC will remain at 9.5% for 7 years, increasing to 10% from July 2021 and eventually to 12% from July 2025.
9. Leave entitlement accruals have been based on the assumption that all positions on the organisation structure are filled. The total accruals will then be offset by a credit of \$500K based on the fact that Council's employee long service obligations will be funded within Council's annual wages budget i.e. the budget allows for the full 52 weeks per annum per employee.
10. Similarly, staff employment costs have been offset by a credit of \$200K (indexed in line with employee award increases) based on the assumption that not all positions are filled for the whole of the year.
11. Insurance premiums have been index by 5%.

Historically Council has received a rebate on its annual property insurance premium but as there is no guarantee that Council will receive this, no allowance for this is included in the original budget. If any amount is received it will be posted as a variation and general fund saving.

Historically Council has received a risk incentive bonus but as there is no guarantee that Council will receive this, no allowance for this is included in the original budget and any amount received will be transferred to a restricted reserve to be utilised on risk management issues.

12. The Financial Assistance Grant will not be indexed until 2017/18.

As part of the 2014/15 Federal Budget the Government announced that it “....will achieve savings of \$925 million over four years by pausing indexation of the Local Government Financial Assistance Grants Programme for three years commencing 1 July 2014.” Accordingly, there will be no further adjustments to the overall national funding pool for CPI and population growth until the 2017/18 financial year.

13. Fees and Charges have generally been indexed by 2.5%.

14. Rural Fire Service (RFS) contributions set at a net cost of \$365K.

This contribution is difficult to predict as it is significantly impacted by natural disaster events and costs passed on by the NSW RFS. Based upon the last 5 years the average amount required would be \$365K and it is proposed any variation to this be transferred to a Smoothing Reserve.

15. State Emergency Services financial operational support and levies will be indexed 2.5% pa.

16. Tax equivalent dividends from Water and Sewer Fund based upon the maximum allowable rate of \$3 per assessment.

17. Dividends from other business to General Fund for 2015/16 included Regional Landfill \$130K and Commercial Waste \$44K.
18. All positions on the adopted organisation structure to be funded unless otherwise indicated.
19. Field staff oncost recovery rate be set at based upon a full cost recovery.
20. Electricity prices are expected to reduce over the next four years as such the 2015/16 budgeted figures have been reduced by 10% from the 2014/15 budgeted figures. From 2016/17 no percentage increase has been applied through to 2018/19. From 2019-20 it has been assumed that prices will increase by CPI of **2.5%**.
21. Interest on Investment income has been left at a conservative rate of **2.9%** per year, based on current returns and estimated balances held each year. Even if rates did rise above this other variables may result in internal reserves having to be further utilised to maintain the increase spending on asset maintenance and renewals

Whilst these assumptions provide a general guideline there are items in the budget that are predetermined, for example services that are subject to tender.

2. Ten Year Financial Plan Commencing 2015/16

The following tables are base case scenario extracts from Council's Ten Year Financial Plan for the General, Water and Sewer Funds.

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2025 BUDGET SUMMARY - CONSOLIDATED Scenario: BASE CASE										
	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Rates & Annual Charges	52,677,408	53,994,343	55,344,202	56,727,807	58,146,002	59,599,652	61,089,644	62,616,885	64,182,307	65,786,865
User Charges & Fees	28,855,842	29,573,035	30,312,361	31,070,170	31,846,924	32,643,097	33,459,175	34,295,654	35,153,046	36,031,872
Interest & Investment Revenue	2,161,677	2,224,366	2,288,873	2,355,250	2,423,552	2,493,835	2,566,157	2,640,575	2,717,152	2,795,949
Other Revenues	1,786,768	1,831,437	1,877,223	1,924,154	1,972,258	2,021,564	2,072,103	2,123,906	2,177,003	2,231,428
Grants & Contributions provided for Operating Purposes	28,091,697	26,790,716	27,427,740	28,080,689	28,749,962	29,435,967	30,139,123	30,859,857	31,598,609	32,355,830
Grants & Contributions provided for Capital Purposes	9,180,911	4,968,099	8,186,727	4,985,320	5,109,953	5,237,702	5,368,644	5,502,860	5,640,432	5,781,443
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	122,754,304	119,381,997	125,437,125	125,143,390	128,248,652	131,431,818	134,694,845	138,039,737	141,468,548	144,983,387
Expenses from Continuing Operations										
Employee Benefits & On-Costs	42,116,492	43,166,706	44,108,503	45,205,819	46,341,906	47,500,452	48,687,964	49,905,163	51,152,792	52,431,612
Borrowing Costs	9,248,780	9,152,352	8,693,335	8,205,763	7,718,826	7,173,172	6,688,465	6,176,720	5,667,988	5,182,366
Materials & Contracts	28,899,262	26,813,982	29,754,135	27,705,728	28,280,039	28,874,650	29,484,124	30,108,836	30,749,166	31,405,504
Depreciation & Amortisation	35,165,686	36,044,828	36,945,949	37,869,598	38,816,338	39,786,746	40,781,415	41,800,950	42,845,974	43,917,123
Other Expenses	11,860,537	12,157,051	12,460,977	12,772,502	13,091,814	13,419,109	13,754,587	14,098,452	14,450,913	14,812,186
Total Expenses from Continuing Operations	127,290,757	127,334,918	131,962,899	131,759,410	134,248,923	136,754,130	139,396,555	142,090,122	144,866,833	147,748,791
Net Operating Profit/(Loss) for the Year	(4,536,453)	(7,952,921)	(6,525,774)	(6,616,020)	(6,000,271)	(5,322,312)	(4,701,710)	(4,050,385)	(3,398,285)	(2,765,404)
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(43,268,973)	(26,732,119)	(30,214,843)	(21,436,309)	(22,051,215)	(19,751,905)	(21,999,126)	(20,432,647)	(25,088,725)	(24,791,339)
Loan Repayments (External)	(6,766,185)	(6,424,551)	(6,873,555)	(7,181,620)	(7,008,917)	(7,300,801)	(6,640,345)	(7,137,349)	(6,899,611)	(21,287,780)
New Loan Borrowings (External)	6,000,000	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	2,321,640	3,172,609	5,041,574	4,797,782	2,969,633	2,101,025	2,008,799	1,650,809	2,704,993	2,768,447
Deferred Debtors and Advances received (External)	29,431	29,431	29,431	29,431	29,431	29,431	29,431	29,431	29,431	29,431
Net Transfers (to)/from Reserves	10,786,246	1,407,355	1,612,382	(6,930,643)	(5,825,966)	(8,160,789)	(7,464,078)	(9,596,737)	(6,935,611)	6,742,541
Total Capital (Balance Sheet) and Reserve Movements	(30,897,841)	(28,547,274)	(30,405,011)	(30,721,358)	(31,887,033)	(33,083,039)	(34,065,319)	(35,486,492)	(36,189,522)	(36,538,700)
Net Result (including Depreciation & Other non-cash items)	(35,434,294)	(36,500,195)	(36,930,784)	(37,337,378)	(37,887,304)	(38,405,351)	(38,767,029)	(39,536,877)	(39,587,807)	(39,304,104)
Add back Depreciation Expense (non-cash)	35,165,686	36,044,828	36,945,949	37,869,598	38,816,338	39,786,746	40,781,415	41,800,950	42,845,974	43,917,123
Cash Budget Surplus/(Deficit)	(268,607)	(455,367)	15,165	532,219	929,034	1,381,395	2,014,386	2,264,073	3,258,167	4,613,019

Clarence Valley Council										
10 Year Financial Plan for the Years ending 30 June 2025										
BUDGET SUMMARY - GENERAL FUND										
Scenario: BASE CASE										
	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Rates & Annual Charges	33,158,752	33,987,721	34,837,414	35,708,349	36,601,058	37,516,085	38,453,987	39,415,336	40,400,720	41,410,738
User Charges & Fees	17,181,306	17,606,636	18,046,802	18,497,972	18,960,421	19,434,431	19,920,292	20,418,300	20,928,757	21,451,976
Interest & Investment Revenue	1,323,472	1,361,853	1,401,347	1,441,986	1,483,804	1,526,834	1,571,112	1,616,674	1,663,558	1,711,801
Other Revenues	1,682,613	1,724,678	1,767,795	1,811,990	1,857,290	1,903,722	1,951,315	2,000,098	2,050,101	2,101,353
Grants & Contributions provided for Operating Purposes	27,037,312	25,709,971	26,319,976	26,945,232	27,586,118	28,243,027	28,916,359	29,606,524	30,313,943	31,039,048
Grants & Contributions provided for Capital Purposes	6,308,611	3,872,824	7,069,645	4,068,886	4,170,608	4,274,873	4,381,745	4,491,289	4,603,571	4,718,660
Total Income from Continuing Operations	86,692,067	84,263,683	89,442,979	88,474,415	90,659,299	92,898,973	95,194,811	97,548,221	99,960,650	102,433,576
Expenses from Continuing Operations										
Employee Benefits & On-Costs	38,417,128	39,495,259	40,345,270	41,348,506	42,388,160	43,447,863	44,534,059	45,647,411	46,788,596	47,958,311
Borrowing Costs	1,976,747	1,785,628	1,595,154	1,395,814	1,195,301	984,375	772,632	563,076	365,268	217,392
Materials & Contracts	17,148,979	17,221,451	17,534,182	17,855,168	18,295,606	18,752,997	19,221,822	19,702,367	20,194,927	20,699,800
Depreciation & Amortisation	28,292,104	28,999,407	29,724,392	30,467,502	31,229,189	32,009,919	32,810,167	33,630,421	34,471,182	35,332,961
Other Expenses	10,606,487	10,871,649	11,143,441	11,422,027	11,707,577	12,000,267	12,300,274	12,607,781	12,922,975	13,246,050
Total Expenses from Continuing Operations	96,441,445	98,373,395	100,342,439	102,489,017	104,815,834	107,195,421	109,638,954	112,151,056	114,742,948	117,454,514
Net Operating Profit /(Loss) for the Year	(9,749,378)	(14,109,711)	(10,899,460)	(14,014,602)	(14,156,534)	(14,296,448)	(14,444,143)	(14,602,835)	(14,782,298)	(15,020,938)
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(20,701,149)	(21,297,521)	(23,010,727)	(16,707,841)	(16,971,593)	(14,810,792)	(15,765,809)	(15,733,828)	(19,378,686)	(20,866,124)
Loan Repayments (External)	(3,298,141)	(2,711,231)	(2,895,213)	(2,920,884)	(2,953,952)	(2,947,788)	(2,767,864)	(2,975,267)	(2,432,888)	(1,486,350)
Proceeds from Sale of intangible & tangible Assets	2,200,689	2,859,233	4,791,923	4,571,263	2,686,784	1,767,530	1,609,250	1,525,250	2,377,522	2,647,593
Deferred Debtors and Advances received (External)	17,195	17,195	17,195	17,195	17,195	17,195	17,195	17,195	17,195	17,195
Net Transfers (to)/from Reserves	2,970,073	5,787,262	2,287,055	(880,413)	1,077,945	(358,220)	555,591	403,137	2,986,140	3,988,683
Total Capital (Balance Sheet) and Reserve Movements	(18,811,333)	(15,345,062)	(18,809,767)	(15,920,680)	(16,143,621)	(16,332,075)	(16,351,637)	(16,763,512)	(16,430,717)	(15,699,003)
Net Result (including Depreciation & Other non-cash items)	(28,560,711)	(29,454,773)	(29,709,228)	(29,935,282)	(30,300,155)	(30,628,524)	(30,795,781)	(31,366,347)	(31,213,015)	(30,719,941)
Add back Depreciation Expense (non-cash)	28,292,104	28,999,407	29,724,392	30,467,502	31,229,189	32,009,919	32,810,167	33,630,421	34,471,182	35,332,961
Cash Budget Surplus/(Deficit)	(268,607)	(455,366)	15,164	532,220	929,034	1,381,396	2,014,386	2,264,074	3,258,167	4,613,021

Clarence Valley Council										
10 Year Financial Plan for the Years ending 30 June 2025										
BUDGET SUMMARY - WATER FUND										
Scenario: 1 Base Case										
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Rates & Annual Charges	3,502,374	3,589,933	3,679,682	3,771,674	3,865,966	3,962,615	4,061,680	4,163,222	4,267,303	4,373,985
User Charges & Fees	9,700,173	9,942,677	10,191,244	10,446,025	10,707,176	10,974,855	11,249,227	11,530,457	11,818,719	12,114,187
Interest & Investment Revenue	287,788	296,134	304,722	313,559	322,652	332,009	341,637	351,545	361,739	372,230
Other Revenues	90,117	92,370	94,679	97,046	99,472	101,959	104,508	107,121	109,799	112,544
Grants & Contributions provided for Operating Purposes	855,691	877,083	899,010	921,486	944,523	968,136	992,339	1,017,148	1,042,576	1,068,641
Grants & Contributions provided for Capital Purposes	431,000	441,775	452,819	464,140	475,743	487,637	499,828	512,324	525,132	538,260
Total Income from Continuing Operations	14,867,143	15,239,973	15,622,157	16,013,929	16,415,532	16,827,211	17,249,219	17,681,816	18,125,268	18,579,846
Expenses from Continuing Operations										
Employee Benefits & On-Costs	1,864,060	1,916,254	1,964,160	2,013,264	2,063,596	2,115,186	2,168,065	2,222,267	2,277,823	2,334,769
Borrowing Costs	1,877,673	1,805,091	1,722,523	1,633,110	1,549,695	1,468,791	1,406,780	1,323,087	1,237,155	1,144,646
Materials & Contracts	6,155,811	5,698,752	7,018,391	5,839,771	5,912,936	5,987,929	6,064,798	6,143,588	6,224,348	6,307,128
Depreciation & Amortisation	3,614,379	3,704,738	3,797,357	3,892,291	3,989,598	4,089,338	4,191,572	4,296,361	4,403,770	4,513,864
Other Expenses	517,250	530,181	543,436	557,022	570,947	585,221	599,851	614,848	630,219	645,974
Total Expenses from Continuing Operations	14,029,173	13,655,016	15,045,867	13,935,458	14,086,772	14,246,465	14,431,066	14,600,151	14,773,316	14,946,381
Net Operating Profit /(Loss) for the Year	837,970	1,584,957	576,290	2,078,472	2,328,760	2,580,746	2,818,153	3,081,665	3,351,952	3,633,465
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(4,549,764)	(2,850,451)	(4,908,431)	(3,259,622)	(3,503,020)	(4,150,574)	(4,905,458)	(3,707,434)	(3,807,512)	(2,060,863)
Loan Repayments (External)	(1,054,140)	(1,131,318)	(1,213,537)	(1,306,743)	(881,250)	(949,513)	(1,023,064)	(1,102,312)	(1,187,699)	(1,277,251)
Proceeds from Sale of intangible & tangible Assets	106,170	217,751	170,379	128,277	194,781	275,121	345,671	99,828	229,180	100,854
Net Transfers (to)/from Reserves	1,045,385	(1,525,678)	1,577,942	(1,532,674)	(2,128,869)	(1,845,118)	(1,426,874)	(2,668,108)	(2,989,691)	(4,910,070)
Total Capital (Balance Sheet) and Reserve Movements	(4,452,349)	(5,289,696)	(4,373,647)	(5,970,762)	(6,318,358)	(6,670,084)	(7,009,725)	(7,378,026)	(7,755,722)	(8,147,330)
Net Result (including Depreciation & Other non-cash items)	(3,614,379)	(3,704,739)	(3,797,357)	(3,892,291)	(3,989,598)	(4,089,339)	(4,191,572)	(4,296,361)	(4,403,770)	(4,513,865)
Add back Depreciation Expense (non-cash)	3,614,379	3,704,738	3,797,357	3,892,291	3,989,598	4,089,338	4,191,572	4,296,361	4,403,770	4,513,864
Cash Budget Surplus/(Deficit)	0	(0)	0	0	0	(0)	(0)	(0)	0	(0)

Clarence Valley Council										
10 Year Financial Plan for the Years ending 30 June 2025										
BUDGET SUMMARY - SEWER FUND										
Scenario: 1 Base Case										
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Rates & Annual Charges	16,016,282	16,416,689	16,827,106	17,247,784	17,678,979	18,120,953	18,573,977	19,038,326	19,514,284	20,002,141
User Charges & Fees	1,974,363	2,023,722	2,074,315	2,126,173	2,179,327	2,233,811	2,289,656	2,346,897	2,405,570	2,465,709
Interest & Investment Revenue	550,417	566,379	582,804	599,705	617,097	634,993	653,407	672,356	691,855	711,918
Other Revenues	14,038	14,389	14,749	15,117	15,495	15,883	16,280	16,687	17,104	17,532
Grants & Contributions provided for Operating Purposes	198,694	203,661	208,753	213,972	219,321	224,804	230,424	236,185	242,089	248,142
Grants & Contributions provided for Capital Purposes	2,441,300	653,500	664,263	452,294	463,601	475,191	487,071	499,248	511,729	524,522
Total Income from Continuing Operations	21,195,094	19,878,341	20,371,990	20,655,046	21,173,820	21,705,634	22,250,815	22,809,699	23,382,631	23,969,964
Expenses from Continuing Operations										
Employee Benefits & On-Costs	1,835,304	1,755,193	1,799,072	1,844,049	1,890,150	1,937,404	1,985,839	2,035,485	2,086,372	2,138,532
Borrowing Costs	5,394,360	5,561,633	5,375,658	5,176,839	4,973,830	4,720,006	4,509,053	4,290,557	4,065,565	3,820,328
Materials & Contracts	5,594,472	3,893,779	5,201,562	4,010,789	4,071,497	4,133,723	4,197,504	4,262,880	4,329,891	4,398,576
Depreciation & Amortisation	3,259,203	3,340,683	3,424,200	3,509,805	3,597,550	3,687,489	3,779,676	3,874,168	3,971,022	4,070,298
Other Expenses	736,800	755,220	774,101	793,453	813,289	833,622	854,462	875,824	897,719	920,162
Total Expenses from Continuing Operations	16,820,139	15,306,508	16,574,593	15,334,935	15,346,317	15,312,244	15,326,535	15,338,914	15,350,570	15,347,896
Net Operating Profit /(Loss) for the Year	4,374,956	4,571,833	3,797,397	5,320,110	5,827,503	6,393,391	6,924,280	7,470,785	8,032,061	8,622,068
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(18,018,060)	(2,584,147)	(2,295,685)	(1,468,846)	(1,576,602)	(790,539)	(1,327,859)	(991,385)	(1,902,527)	(1,864,352)
Loan Repayments (External)	(2,413,904)	(2,582,002)	(2,764,805)	(2,953,992)	(3,173,714)	(3,403,500)	(2,849,417)	(3,059,770)	(3,279,024)	(18,524,179)
New Loan Borrowings (External)	6,000,000	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	14,781	95,625	79,272	98,242	88,068	58,374	53,878	25,731	98,291	20,000
Deferred Debtors and Advances received (External)	12,236	12,236	12,236	12,236	12,236	12,236	12,236	12,236	12,236	12,236
Net Transfers (to)/from Reserves	6,770,788	(2,854,229)	(2,252,615)	(4,517,556)	(4,775,042)	(5,957,451)	(6,592,795)	(7,331,766)	(6,932,060)	7,663,928
Total Capital (Balance Sheet) and Reserve Movements	(7,634,159)	(7,912,517)	(7,221,597)	(8,829,916)	(9,425,054)	(10,080,880)	(10,703,957)	(11,344,954)	(12,003,084)	(12,692,367)
Net Result (including Depreciation & Other non-cash items)	(3,259,203)	(3,340,684)	(3,424,200)	(3,509,806)	(3,597,551)	(3,687,489)	(3,779,677)	(3,874,169)	(3,971,022)	(4,070,299)
Add back Depreciation Expense (non-cash)	3,259,203	3,340,683	3,424,200	3,509,805	3,597,550	3,687,489	3,779,676	3,874,168	3,971,022	4,070,298
Cash Budget Surplus/(Deficit)	(0)	(1)	0	(1)	(0)	(0)	(0)	(1)	(0)	(1)

3. 2015/16 Works Program

The 2015/16 Works Program totals \$43,950,773 which includes projects both of a capital and operational nature. The program includes projects for the Clarence Coast Reserve Trust.

A summary of these works is tabled below followed by a detailed list of projects by responsible section.

General Fund Expenditure	\$20,114,879
Community Support Services	\$2,000
Clarence Coast Reserve Trust	\$702,270
Sewer Fund	\$18,256,060
Water Fund	\$4,574,764
Clarence Regional Library	\$300,800
TOTAL	\$43,950,773

The total expenditure is offset by the following funding sources:

Grants	(\$9,519,614)
Utilisation of Reserves	(\$21,887,669)
Contributions	NIL
Asset Sales	(\$2,319,640)
Section 94 Contributions	(\$52,998)
Section 94 Contributions	(\$2,985,000)
New Loan Borrowings (Sewer Fund)	(\$6,000,000)
General Revenue	(\$1,185,852)

There has also been no allowance for the impact that these non-recurrent works may have on operating maintenance schedules or capital replacement requirements.

Works & Civil Directorate – General Fund			
Item	Project Description	Cost	Funded By
1	Annual Master key system security – Upgrade	\$5,000	General Revenue
2	Furniture and Fittings - RENEWAL (includes Specialised and Non Specialised)	\$5,000	General Revenue
3	Depot Rationalisation	\$1,000,000	\$500,000 from Sewer Fund and \$500,000 from Water Fund
4	Sports field Top dress and Drainage Renewals	\$12,000	General Revenue
5	Water Stations, Ngayundi Yamba Sports Complex, Iluka Main Street, Market Square	\$18,000	Sustainability Reserve
6	Bailey Park Septic System Capacity UPGRADE	\$12,000	General Revenue
7	Grafton Saleyards - Weigh Scales WH&S Access	\$10,000	Saleyard Reserve
8	Grafton Saleyards – Catwalk Lighting	\$10,000	Saleyard Reserve
9	Clarence Lawn Cemetery Road and Plot Expansion	\$80,000	Cemetery Reserve
10	Asbestos management and/or removal - RENEWAL (includes Specialised and Non Specialised)	\$50,000	General Revenue
11	School of Arts South Grafton Awning Compliance Upgrade	\$15,000	General Revenue
12	Grafton Pool – Perimeter Fence	\$40,000	\$21,735 Internal Reserve \$18,265 General Revenue
13	Jacaranda Park Grafton Stage 1 – Construct New All Accessible Amenities and Shelter to replace amenities – UPGRADE	\$120,000	General Revenue
14	Maclean Showground - Screen Guards & Roller Shutter (Carry Forward)	\$9,480	State Grant
15	Maclean Showground - Power Upgrade Stage 1 (Carry Forward)	\$74,600	\$49,600 State Grant \$25,000 General Revenue
16	Chatsworth Island Ferry House - UPGRADE	\$10,000	General Revenue
17	Regional landfill Awning over new weighbridge	\$30,000	Regional Landfill Reserve

Works & Civil Directorate – General Fund			
Item	Project Description	Cost	Funded By
18	Regional landfill new cell design	\$80,000	Regional Landfill Reserve
19	Regional landfill new cell construction Stage 1	\$300,000	Regional Landfill Reserve
20	Maclean Transfer Station, EPA compliance works	\$300,000	Regional Landfill Reserve
21	Grafton Transfer Station, EPA compliance works	\$200,000	Regional Landfill Reserve
22	Queen Street, Yamba – kerb and gutter upgrade	\$55,000	Federal Roads to Recovery Grant
23	Yamba Street/Coldstream Street, Yamba - roundabout (Stage 2)	\$200,000	Internal Reserve
24	Maclean Car Park (Carry Forward)	\$59,000	Internal Reserve
25	Rural Roads Reseals	\$1,109,000	\$921,164 Federal Roads to Recovery Grant \$117,024 Internal Reserve
26	Coldstream Road Rehabilitation – Figtrees Road to Possum Hole Lane	\$215,000	Federal Roads to Recovery Grant
27	Brooms Head Road Rehabilitation – 5.69 km – 6.21 km from Pine Street	\$102,500	Federal Roads to Recovery Grant
28	Brooms Head Road Rehabilitation – 6.61 km – 6.84 km from Pine Street	\$73,500	Federal Roads to Recovery Grant
29	Armidale Road, Layton's Range Road Nymboida Stages 1&2	\$578,902	State Grant
30	Lawrence Road, Great Marlow Road Southgate (I&J)	\$413,005	State Grant
31	Orara Way Kremnos (south of abutment of Orara River Bridge)	\$523,339	State Grant
32	Stockyard Creek Road drainage upgrade (Stage 2)	\$110,000	Federal Roads to Recovery Grant
33	Peckhams Road – asbestos seal next segment	\$100,000	\$27,998 Section 94 Reserves \$72,002 Federal Roads to Recovery Grant
34	Coongbar Road – asbestos seal next segment	\$80,000	Federal Roads to Recovery Grant
35	Dobie Street, Grafton – Breimba Street to 125 m north – pipeline lining	\$200,000	Federal Roads to Recovery Grant

Works & Civil Directorate – General Fund			
Item	Project Description	Cost	Funded By
36	Armidale Road Rehabilitation – 22.23 – 22.37 km from SR76	\$194,000	State Grant
37	Armidale Road Rehabilitation – 32.40 – 32.72 km from SR76	\$464,000	State Grant
38	Armidale Road Rehabilitation – 23.30 – 23.68 km from SR76	\$403,000	State Grant
39	Iluka Road Rehabilitation – 9.13 – 9.47 km from SH10	\$136,000	State Grant
40	Iluka Road Rehabilitation – 4.45 – 4.76 km from SH10	\$124,000	State Grant
41	Clarence Way – asbestos seal next segment	\$100,000	State Grant
42	Armidale Road - 450 dia. culvert (culvert ID 79)	\$36,000	Federal Roads to Recovery Grant
43	Armidale Road - 600 dia. culvert (culvert ID 181)	\$108,000	Federal Roads to Recovery Grant
44	Roads to Recovery Program TBA	\$266,187	Federal Roads to Recovery Grant
45	Transfer to Street Lighting Replacement Reserve	\$33,500	General Revenue
46	Regional Roads - Reseals	\$300,000	\$118,145 Federal Roads to Recovery Grant \$181,855 State Grant
47	Kangaroo Creek Road - Bluff Bridge Stage 1	\$550,000	Federal Roads to Recovery Grant
48	Victoria Street, Grafton – replace footpath near Villiers Street	\$10,000	Internal Reserve
49	Turf Street, Grafton – Powell Street to Oliver Street Oliver Street, Grafton – Turf Street to Mary Street – construct 2.5 m off road shared concrete pathway	\$170,000	\$85,000 State Grant \$85,000 Internal Reserve
50	Fitzroy Street/Mary Street, Grafton – construct kerb ramps and sealed pathway	\$20,000	\$10,000 State Grant \$10,000 Internal Reserve
51	Victoria Street/Queen Street, Grafton – construct kerb blisters and kerb ramps	\$30,000	State Grant
52	Turf Street, Grafton near Oliver Street – construct pedestrian refuge	\$16,500	\$8,000 State Grant \$8,500 Internal Reserve
53	Yamba Road - Yamba to Maclean Cycleway - Stage 1	\$100,000	\$50,000 State Grant \$50,000 General Revenue

Works & Civil Directorate – General Fund			
Item	Project Description	Cost	Funded By
54	McLachlan Park – Replace existing pontoon	\$80,000	State Grant
55	Witonga Road – Replace existing pontoon	\$60,000	State Grant
56	Cowper/Brushgrove – reconstruct boat ramp and construct car park	\$300,000	State Grant
57	Lawrence (Flo Clark Park) – construct jetty/pontoon and upgrade facilities	\$120,000	State Grant
58	Iluka (Spenser Street) – construct pontoon and upgrade facilities	\$150,000	State Grant
59	Hickey Island, Yamba – replace jetty with pontoon	\$130,000	State Grant
60	Yamba Road (Golding Street), Yamba – replace jetty with pontoon	\$180,000	State Grant
61	Asset Management - purchase tablets & engage consultant to develop system for recording bridge & floodplain inspection systems	\$30,000	Internal Reserve
62	Heavy Fleet Replacement	\$6,909,792	\$1,485,323 Proceeds from Sales \$5,424,469 Internal Reserve
63	S355 Sporting Committees	\$6,150	General Revenue
64	Public Amenities Renewals	\$10,250	General Revenue
65	Parks & Reserves - Signage Renewal	\$10,250	General Revenue
66	Rushforth Park - Upgrade fencing at carpark	\$20,000	General Revenue
67	Open Space Asset Inspections	\$20,500	General Revenue
68	Open Space Masterplan Design	\$20,000	General Revenue
69	Parks & Reserves Buildings	\$12,250	General Revenue
70	Playground Equipment - Renewals	\$210,000	\$8,000 Internal Reserve \$202,000 General Revenue
71	BBQ Replacements	\$5,125	General Revenue

Works & Civil Directorate – General Fund			
Item	Project Description	Cost	Funded By
72	S355 Parks & Reserves Committees	\$6,150	General Revenue
73	Park Furniture Renewals	\$20,000	General Revenue
74	Sport Council Contributions	\$80,000	\$70,000 Internal Reserve \$10,000 General Revenue
75	Street Tree Replacement Program	\$50,000	Sustainability Reserve
	TOTAL	\$17,691,980	

Funded By

Grants	\$7,287,679
Reserves	\$8,121,728
Proceeds from sales	\$1,485,323
General Revenue	\$769,252
S94 Contributions	\$27,998

Expenditure Type

Operational	\$151,000	
Asset Renewal	\$13,011,484	Replace existing at same level of service
Asset Upgrade	\$1,895,996	Provide a higher level of service
Expansion/New Asset	\$2,633,500	Provide a new level of service

Works & Civil Directorate - Clarence Coast Reserve Trust			
Item	Project Description	Cost	Funded By
1B	Nip Welsh Park Hall Minnie Water , Kitchen Upgrade	\$5,000	CCRT Accumulated Reserve
2B	Brooms Head Playground	\$96,270	\$48,135 State Grant \$48,135 CCRT Accumulated Reserve
3B	Angourie Blue Pools Carpark Design	\$20,000	CCRT Accumulated Reserve
4B	Flinders Park Zig Zag pathway detailed design	\$60,000	CCRT Accumulated Reserve
5B	Iluka Pathway - Moriartys Reserve	\$155,000	CCRT Accumulated Reserve
6B	The Pinnacles Upgrade	\$110,000	CCRT Accumulated Reserve
7B	Iluka Caravan Park - Front Fence Upgrade	\$35,000	CCRT Accumulated Reserve
8B	Minnie Water Caravan Park - Safari Tents X 2	\$50,000	CCRT Accumulated Reserve
	TOTAL	\$531,270	

Funded By

Grants	\$48,135
Reserves	\$483,135

Expenditure Type

Operational	\$20,000	
Asset Renewal	\$101,270	Replace existing at same level of service
Asset Upgrade	\$95,000	Provide a higher level of service
New Asset	\$315,000	Provide a new level of service

Works & Civil Directorate - Water Services			
Item	Project Description	Cost	Funded By
1C	Nymboida 525mm crossing renewal (Carry Forward)	\$320,000	Water Accumulated Reserve
2C	Stop Valve installation	\$100,000	Water Accumulated Reserve
3C	New/upgrade mains	\$400,000	Water Accumulated Reserve
4C	Water Pump Station upgrades/rehabilitation	\$40,000	Water Accumulated Reserve
5C	Reservoir rehabilitation	\$200,000	Water Accumulated Reserve
6C	Instrument purchases	\$32,000	Water Accumulated Reserve
7C	Minor WHS upgrades	\$20,000	Water Accumulated Reserve
8C	Water meter replacement	\$130,000	Water Accumulated Reserve
9C	New installations	\$120,000	Water Accumulated Reserve
10C	Minor Plant & tools	\$15,000	Water Accumulated Reserve
11C	Rural village headworks	\$50,000	Water Accumulated Reserve
12C	Heavy Plant Replacement Program	\$98,650	\$18,273 Asset Sales \$80,377 Water Accumulated Reserve
13C	Vehicle Replacement Program	\$203,650	\$86,969 Asset Sales \$ 116,681 Water Accumulated Reserve
14C	Small Plant- Minor Equipment	\$10,464	\$928 Asset Sales \$9,536 Water Accumulated Reserve
15C	Telemetry upgrade (Clear SCADA)(includes Carry Forward)	\$225,000	Water Accumulated Reserve
16C	Yamba Main renewal (Carry Forward)	\$1,575,000	\$1,100,000 S64 Water Reserve \$475,000 Water Accumulated Reserve
17C	Angourie Pressure booster system (Carry Forward)	\$40,000	Water Accumulated Reserve
18C	Ashby Trunk main renewal (Carry Forward)	\$500,000	S64 Water Reserve
19C	Shannon Creek Embankment erosion rehabilitation	\$200,000	Water Accumulated Reserve
20C	Rushford Road Fluoridation Renewal	\$150,000	Water Accumulated Reserve
21C	Automatic Meter Reading Trial	\$25,000	Water Accumulated Reserve
22C	Network Enhancements/Improvements	\$20,000	Water Accumulated Reserve
23C	Brooms Head Main Duplication - Common to Sheehans Lane (Carry Forward)	\$100,000	Water Accumulated Reserve
	TOTAL	\$4,574,764	

Funded By

Section 64 Contribution Reserves

\$1,600,000

Reserves

\$2,868,594

Asset Sales

\$106,170

Expenditure Type

Operational

\$25,000

Asset Renewal

\$4,117,264

Replace existing at same level of service

Asset Upgrade

\$312,500

Provide a higher level of service

Expansion/New Asset

\$120,000

Provide a new level of service

Works & Civil Directorate – Sewer Services			
Item	Project Description	Cost	Funded By
1D	Sewer Pump Station	\$120,000	Sewer Accumulated Reserve
2D	Network Minor upgrading	\$25,000	Sewer Accumulated Reserve
3D	Minor Plant and tools	\$15,000	Sewer Accumulated Reserve
4D	Sewer rehabilitation & relining	\$250,000	Sewer Accumulated Reserve
5D	Sewer easement acquisition	\$105,000	\$29,300 Grant \$75,700 Sewer Accumulated Reserve
6D	STP Minor upgrades	\$80,000	Sewer Accumulated Reserve
7D	Minor WH&S Upgrades	\$30,000	Sewer Accumulated Reserve
8D	Reticulation construction	\$50,000	Sewer Accumulated Reserve
9D	Yamba STP Construction	\$14,655,000	\$1,385,000 S64 Sewer Reserve \$1,992,000 Grant \$5,278,000 Sewer Accumulated Reserve and \$6,000,000 Loans
10D	Heavy Plant Replacement Program	\$2,068	\$230 Asset Sales , \$2,068 Sewer Accumulated Reserve
11D	Light Fleet Replacements	\$51,241	\$14,325 Asset Sales \$36,916 Sewer Accumulated Reserve
12D	Small Plant Replacements	\$4,521	\$226 Asset Sales \$4,295 Sewer Accumulated Reserve
13D	Telemetry upgrade (includes Carry Forward)	\$225,000	Sewer Accumulated Reserve
14D	Update Business Plan & DCP (Carry Forward)	\$88,000	Sewer Accumulated Reserve
15D	Update IWCM PLAN	\$50,000	Sewer Accumulated Reserve
16D	Pressure Sewer Installation - Council Funded	\$20,000	Sewer Accumulated Reserve
17D	North Grafton - EPA Licence requirements	\$2,060,000	Sewer Accumulated Reserve
18D	Recycled Water irrigation CRJC financial Assistance	\$100,000	Sewer Accumulated Reserve
19D	Yamba infiltration reduction (Carry Forward)	\$300,000	Sewer Accumulated Reserve
20D	Coutts Crossing Golf Course	\$25,000	Sewer Accumulated Reserve
	TOTAL	\$18,256,060	

Funded By

S64 Contribution Reserves	\$1,385,000
Reserves	\$8,834,979
Grants	\$2,021,300
Asset Sales	\$14,781
Loans	\$6,000,000

Expenditure Type

Operational	\$238,000	
Asset Renewal	\$4,544,310	Replace existing at same level of service
Asset Upgrade	\$5,971,250	Provide a higher level of service
Expansion/New Asset	\$7,502,500	Provide a new level of service

Environment, Planning & Community Management Directorate– General Fund			
Item	Project Description	Cost	Funded By
1E	Clarence Drain Management 13-14	\$105,000	\$70,000 State Grant \$35,000 General Revenue
2E	Public Libraries - Furniture & Fittings	\$10,200	General Revenue
3E	Grafton Art Gallery - Annual Artwork Purchase	\$23,000	General Revenue
4E	Community Centres Renewal of Tables	\$8,000	General Revenue
5E	Grafton Waterfront - Detailed Concept Design	\$50,000	\$25,000 S94 Reserve \$25,000 General Revenue
6E	Wooli Beach Nourishment Design and EIA	\$20,000	\$10,000 Grants \$5,000 External Reserve contribution \$5,000 General Revenue
	TOTAL	\$216,200	

Funded By

Section 64 Contribution Reserve	\$25,000
Grants	\$80,000
Reserves	\$5,000
General Revenue	\$106,200

Expenditure Type

Operational	\$70,000	
Asset Renewal	\$18,200	Replace existing at same level of service
Asset Upgrade	\$0	Provide a higher level of service
Expansion/New Asset	\$128,000	Provide a new level of service

Environment, Planning & Community Management Directorate– Clarence Regional Library			
Item	Project Description	Cost	Funded By
1F	Library Book Stock	\$300,800	CRL Reserve
	TOTAL	\$300,800	

Funded By

Reserves	\$300,800
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Expenditure Type

Operational	\$0	
Asset Renewal	\$300,800	Replace existing at same level of service
Asset Upgrade	\$0	Provide a higher level of service
Expansion/New Asset	\$0	Provide a new level of service

Environment, Planning & Community Management Directorate – Clarence Coast Reserve Trust			
Item	Project Description	Cost	Funded By
1G	Pilot Hill, Yamba Rainfall, Groundwater & Slope Stability Data Monitoring (Create landslip register)	\$105,000	\$52,500 State Grant \$52,500 CCRT Reserve
2G	Brooms Head Geotech Study and Hazard Review	\$60,000	\$30,000 State Grant \$30,000 CCRT Reserve
3G	Brooms Head Beach Monitoring	\$6,000	CCRT Reserve
	TOTAL	\$171,000	

Funded By

Grants	\$82,500
Reserves	\$88,500

Expenditure Type

Operational	\$171,000	
Asset Renewal	\$0	Replace existing at same level of service
Asset Upgrade	\$0	Provide a higher level of service
Expansion/New Asset	\$0	Provide a new level of service

Environment, Planning & Community Management Directorate– Community Services			
Item	Project Description	Cost	Funded By
1H	Community Administration - Renewal of Furniture & Fittings	\$2,000	Community Services Internal Reserve
	TOTAL	\$2,000	

Funded By

Reserves	\$2,000
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Expenditure Type

Operational	\$0	
Asset Renewal	\$2,000	Replace existing at same level of service
Asset Upgrade	\$0	Provide a higher level of service
Expansion/New Asset	\$0	Provide a new level of service

Corporate Directorate – General Fund			
Item	Project Description	Cost	Funded By
1I	Light Fleet Replacement	\$1,748,875	\$699,102 Asset Sales \$1,049,773 Internal Reserve
2I	Light Fleet Minor Plant Replacement	\$147,424	\$14,264 Asset Sales \$133,160 Internal Reserve
3I	Finance 1 Upgrades	\$30,000	General Revenue
4I	Computer Hardware Replacements	\$264,000	General Revenue
5I	Expansion of Information Services Hardware Contingency	\$16,400	General Revenue
	TOTAL	\$2,206,699	

Funded By

Reserves \$1,182,933

Asset Sales \$713,366

General Revenue \$310,400

Expenditure Type

Operational \$30,000

Asset Renewal \$2,160,299 Replace existing at same level of service

Asset Upgrade \$0 Provide a higher level of service

Expansion/New Asset \$16,400 Provide a new level of service

4. Budgeted External Financial Statements

Consolidated Income Statement for Financial Year ended 30 June 2016	Notes	\$'000
Income from Continuing Operations		
Revenue:		
Rates & Annual Charges	3a	52,677
User Charges & Fees	3b	28,856
Interest & Investment Revenues	3c	2,161
Other Revenues	3d	1,787
Grants & Contributions provided for Operating Purposes	3e,f	28,092
Grants & Contributions provided for Capital Purposes	3e,f	9,181
Other Income:		
Net gains from the disposal of assets	5	0
Total Income from Continuing Operations		122,754
Expenses from Continuing Operations		
Employee Benefits & On-Costs	4a	42,116
Borrowing Costs	4b	9,270
Materials & Contracts	4c	28,899
Depreciation & Amortisation	4d	35,165
Impairment	4d	0
Other Expenses	4e	11,861
Using the Equity Method	19	
Total Expenses from Continuing Operations		127,311
Operating Result from Continuing Operations		(4,557)
Discontinued Operations		
Net Profit / (Loss) from Discontinued Operations	24	0
Net Operating Result for the Year		(4,557)
Net Operating Result attributable to Council		(4,557)
Net Operating Result attributable to Minority Interests		
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		(13,738)

Budgeted Balance Sheet as at 30 June 2016		
	Notes	\$'000
ASSETS		
CURRENT		
Cash & Cash Equivalents	6a	10,985
Investments	6b	23,250
Receivables	7	15,529
Inventories	8	1,717
Other	8	924
Non-current assets classified as "held for sale"	22	0
<i>Sub-Total</i>		52,405
NON-CURRENT		
Investments	6b	16,072
Receivables	7	616
Inventories	8	175
Infrastructure, Property, Plant & Equipment	9	2,001,484
Investments accounted for using the equity method	19	47
Investment Property	14	
Intangible Assets	25	
Non-Current assets classified as "held for sale"		
Other	8	
<i>Sub-Total</i>		2,018,394
TOTAL ASSETS		2,070,800

Budgeted Balance Sheet as at 30 June 2016		
	Notes	\$'000
LIABILITIES		
CURRENT		
Payables	10	17,404
Borrowings	10	6,425
Provisions	10	11,486
<i>Sub-Total</i>		35,315
NON-CURRENT		
Payables	10	
Borrowings	10	128,130
Provisions	10	5,171
<i>Sub-Total</i>		133,301
TOTAL LIABILITIES		168,616
NET ASSETS		
		1,902,184
EQUITY		
Retained Earnings	20	844,525
Revaluation Reserves	20	1,057,659
Council Equity Interest		1,902,184
Minority Equity Interest		0
TOTAL EQUITY		1,902,184

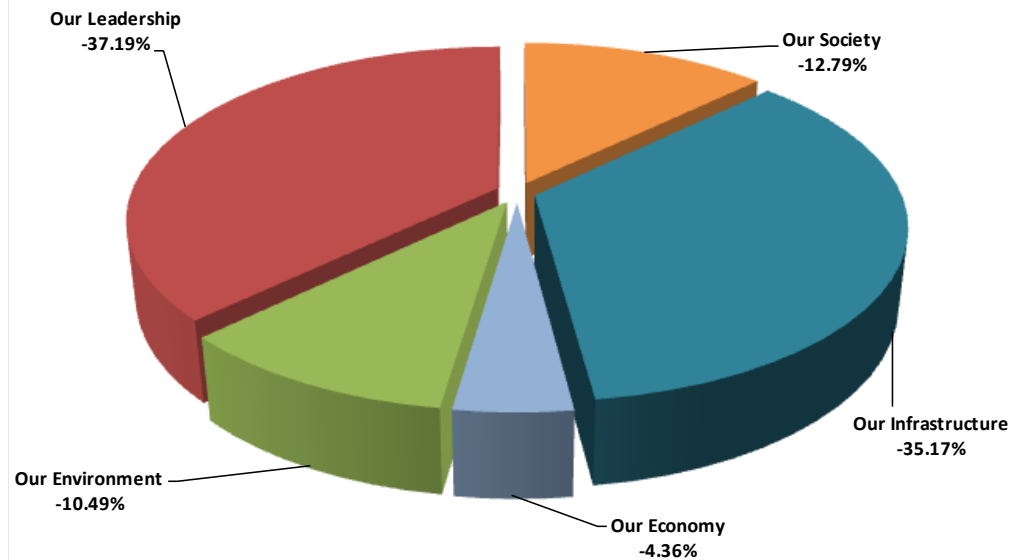
Budgeted Statement of Cash Flow Statement for the year ended 30 June 2016		
Cash Flows from Operating Activities	Notes	\$'000
Receipts:		
Rates & Annual Charges		52,538
User Charges & Fees (grossed up for GST)		27,996
Interest & Investment Revenues Received		2,139
Grants & Contributions (grossed up for GST)		37,026
Other (grossed up for GST)		2,082
Payments:		
Employee Benefits & On-Costs		(42,163)
Materials & Contracts (grossed up for GST)		(28,524)
Borrowing Costs		(9,336)
Other (grossed up for GST)		(11,861)
Net Cash provided (or used in) Operating Activities	11b	29,897
Cash Flows from Investing Activities		
Receipts:		
Sale of Investment Securities		8,658
Sale of Real Estate Assets (grossed up for GST)		
Sale of Infrastructure, Property & Equipment (grossed up for GST)		2,322
Deferred Debtors Receipts		29
Payments:		
Purchase of Infrastructure, Property, Plant & Equipment (grossed up for GST)		(43,269)
Net Cash provided by (or used in) Investing Activities		(32,260)
Cash Flows from Financing Activities		
Receipts:		
Proceeds from Borrowings & Advances		6,000
Payments:		
Repayment of Borrowings & Advances		(6,739)
Net Cash provided by (or used in) Financing Activities		(739)
Net Increase / (Decrease) in Cash & Cash Equivalents		(3,102)
plus: Cash & Cash Equivalents - beginning of year	11a	14,087
Cash & Cash Equivalents - end of year	11a	10,985
Plus: Investments on hand – end of year		39,322
Total Cash, Cash Equivalents & Investments		50,307

5. 2015/16 Consolidated Recurrent Budget (including all funds)

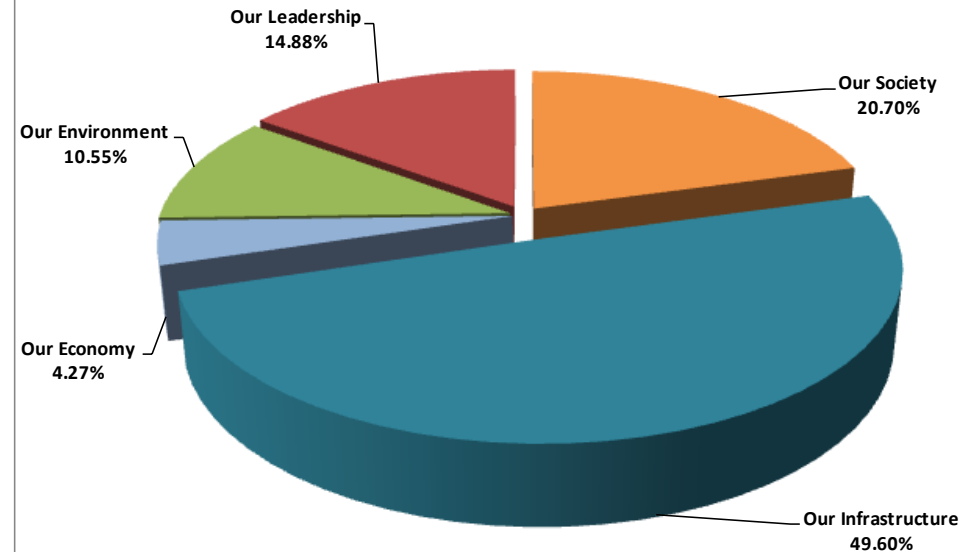
The following tables and charts focus on Council's operational recurrent expenditure and income streams by adopted Themes (i.e. excludes the proposed works program which can change significantly from year to year due to grants and contributions).

Theme	INCOME			EXPENDITURE				Non-Cash Adjustments	NET COST (Before Trf to/fr Reserves)	RESERVE TRANSFERS		NET COST ESTIMATED 2015/16
	Operating	Capital	Total	Operating	Capital	Loan Repayments	Total			Transfer To	Transfer From	
Our Society	(17,318,954)	(75,000)	(17,393,954)	31,591,567	429,400	375,790	32,396,757	(2,214,724)	12,788,079	481,546	(1,157,087)	12,112,538
Our Infrastructure	(46,669,129)	(1,174,020)	(47,843,149)	71,944,679	120,000	5,576,861	77,641,540	(29,478,245)	320,147	12,339,701	(345,467)	12,314,380
Our Economy	(5,912,099)	(20,000)	(5,932,099)	6,580,378	0	99,970	6,680,347	(335,996)	412,252	1,708,159	0	2,120,411
Our Environment	(13,985,889)	(279,775)	(14,265,664)	15,924,776	0	594,487	16,519,263	(801,128)	1,452,471	1,530,887	(1,063,881)	1,919,477
Our Leadership	(50,524,212)	(72,000)	(50,596,212)	22,912,244	294,000	89,647	23,295,891	(2,335,594)	(29,635,915)	1,912,552	(1,231,989)	(28,955,352)
GRAND TOTALS	(134,410,283)	(1,620,795)	(136,031,078)	148,953,644	843,400	6,736,754	156,533,798	(35,165,686)	(14,662,965)	17,972,845	(3,798,424)	(488,545)

Income by Theme



Expenditure by Theme



Theme / Sub Service	INCOME			EXPENDITURE				Non-Cash Adjustments	NET COST (Before Trf to/fr Reserves)	RESERVE TRANSFERS		NET COST ESTIMATED 2015/16
	Operating	Capital	Total	Operating	Capital	Loan Repayments	Total			Transfer To	Transfer From	
r Society												
SES Operations and Emergency	0	0	0	182,401	0	2,002	184,402	(66,447)	117,955	0	0	117,955
RFS Operations and Emergency	(815,450)	0	(815,450)	1,356,151	0	0	1,356,151	(61,401)	479,300	0	0	479,300
Parks & Open Spaces	(242,857)	(75,000)	(317,857)	3,811,591	0	37,311	3,848,902	(379,601)	3,151,444	79,860	(336,995)	2,894,309
Sporting Facilities	(366,476)	0	(366,476)	2,462,445	80,000	138,027	2,680,472	(617,464)	1,696,532	85,553	(246,857)	1,535,228
Beach Management	(11,300)	0	(11,300)	263,500	0	0	263,500	0	252,200	0	(230,300)	21,900
Cemeteries	(350,000)	0	(350,000)	453,203	0	947	454,150	(13,652)	90,497	0	0	90,497
Public Halls	(11,805)	0	(11,805)	285,405	0	5,353	290,758	(128,459)	150,494	0	0	150,494
Aquatic Facilities	(240,000)	0	(240,000)	1,786,649	0	160,572	1,947,221	(162,611)	1,544,610	0	(35,000)	1,509,610
Directorate Management of E,P & C Services	(233,176)	0	(233,176)	233,034	0	0	233,034	(204)	(346)	0	0	(346)
Compliance	0	0	0	117,700	0	0	117,700	0	117,700	0	0	117,700
Ranger Services	0	0	0	557,747	0	0	557,747	(77)	557,670	0	0	557,670
Animal Control	(65,000)	0	(65,000)	115,025	0	4,609	119,634	(1,678)	52,956	0	0	52,956
Parking Compliance	(34,700)	0	(34,700)	46,058	0	0	46,058	0	11,358	0	0	11,358
Planning & Assessment Services	(481,016)	0	(481,016)	1,328,317	0	0	1,328,317	(1,667)	845,634	0	(5,000)	840,634
Building & Environmental Services	(824,175)	0	(824,175)	1,501,822	0	0	1,501,822	0	677,647	0	(11,402)	666,245
Community Development	(6,000)	0	(6,000)	610,581	0	0	610,581	(540)	604,041	0	0	604,041
Youth Services	(76,037)	0	(76,037)	195,071	0	0	195,071	(10,771)	108,263	0	0	108,263
Ageing & Access	(16,300)	0	(16,300)	119,550	0	0	119,550	(50)	103,200	0	0	103,200
Safe Communities	(54,100)	0	(54,100)	165,571	0	0	165,571	(371)	111,100	0	0	111,100
Indigenous Services	0	0	0	13,100	0	0	13,100	0	13,100	0	0	13,100
Clarence Regional Library	(1,046,500)	0	(1,046,500)	1,509,926	306,200	0	1,816,126	(706,181)	63,445	0	(63,445)	0
Public Libraries	(217,500)	0	(217,500)	1,528,209	10,200	0	1,538,409	(29,428)	1,291,481	0	0	1,291,481
Mobile Library Service	0	0	0	0	0	0	0	0	0	0	0	0
Galleries and Museums	(108,900)	0	(108,900)	623,237	23,000	26,969	673,206	(2,563)	561,743	11,400	0	573,143
Community Centres	(171,000)	0	(171,000)	436,950	8,000	0	444,950	(11,250)	262,700	0	0	262,700
Community Care Administration	(1,818,456)	0	(1,818,456)	1,567,751	2,000	0	1,569,751	(20,307)	(269,012)	271,012	(2,000)	0
Home Care Services	(4,037,476)	0	(4,037,476)	4,004,107	0	0	4,004,107	0	(33,369)	33,369	0	0
Disability Support Services	(2,397,630)	0	(2,397,630)	2,623,366	0	0	2,623,366	0	225,736	352	(226,088)	0
General Operation Services	(3,693,100)	0	(3,693,100)	3,693,100	0	0	3,693,100	0	0	0	0	0
Sub Total	(17,318,954)	(75,000)	(17,393,954)	31,591,567	429,400	375,790	32,396,757	(2,214,724)	12,788,079	481,546	(1,157,087)	12,112,538

Theme / Sub Service	INCOME			EXPENDITURE				Non-Cash Adjustments	NET COST (Before Trf to/fr Reserves)	RESERVE TRANSFERS		NET COST ESTIMATED 2015/16
	Operating	Capital	Total	Operating	Capital	Loan Repayments	Total			Transfer To	Transfer From	
<u>Our Infrastructure</u>												
Directorate Management of Works & Civil Services	0	0	0	235,415	0	0	235,415	0	235,415	0	0	235,415
Asset Management	0	0	0	10,000	20,000	0	30,000	0	30,000	0	(30,000)	0
Urban Roads	(338,560)	(16,000)	(354,560)	15,095,009	0	1,064,100	16,159,109	(12,154,600)	3,649,949	23,560	0	3,673,509
Rural Roads	(3,046,397)	(92,000)	(3,138,397)	9,435,133	0	289,500	9,724,633	(4,528,573)	2,057,663	151,400	0	2,209,063
Regional Roads	(1,987,045)	0	(1,987,045)	3,713,590	0	30,700	3,744,290	(1,757,245)	0	0	0	0
State Roads	(4,716,676)	0	(4,716,676)	3,929,176	0	0	3,929,176	0	(787,500)	787,500	0	0
Bridges	(320,600)	0	(320,600)	721,723	0	288,800	1,010,523	0	689,923	0	0	689,923
Footpaths & Cycleways	0	(50,000)	(50,000)	296,457	100,000	102,100	498,557	0	448,557	0	0	448,557
Wharves & Jetties	0	0	0	130,492	0	46,700	177,192	0	177,192	0	0	177,192
Bus Shelters	0	0	0	47,629	0	5,500	53,129	(2,029)	51,100	0	0	51,100
Street Lighting	(89,000)	0	(89,000)	467,860	0	3,700	471,560	0	382,560	33,500	0	416,060
Floodplain Infrastructure and Operations	(91,000)	(45,700)	(136,700)	2,581,475	0	289,953	2,871,428	(1,790,623)	944,105	0	0	944,105
Voluntary House Raising	(220,000)	0	(220,000)	330,000	0	0	330,000	0	110,000	0	0	110,000
Quarries	(699,705)	0	(699,705)	504,064	0	0	504,064	(9,604)	(205,245)	205,245	0	(0)
Depot Management	0	0	0	295,035	0	0	295,035	(18,295)	276,740	0	(58,000)	218,740
Heavy Plant and Workshops	(828,429)	0	(828,429)	166,441	0	0	166,441	(2,322,418)	(2,984,406)	3,046,724	(62,318)	0
Operational Administration	(243,390)	(119,320)	(362,710)	3,424,750	0	0	3,424,750	0	3,062,040	0	0	3,062,040
Roads Ancillary	(47,800)	0	(47,800)	98,966	0	0	98,966	(14,766)	36,400	0	0	36,400
Natural Disaster Management	0	0	0	33,700	0	0	33,700	0	33,700	0	0	33,700
Natural Disaster Response - Roads	0	0	0	0	0	0	0	0	0	0	0	0
Natural Disaster Response - Open Spaces	0	0	0	0	0	0	0	0	0	0	0	0
Natural Disaster Response - Floodplain	0	0	0	0	0	0	0	0	0	0	0	0
Public Amenities	0	0	0	95,864	0	0	95,864	(6,511)	89,353	0	(80,777)	8,576
Water Supply Services Management	(24,000)	0	(24,000)	3,633,802	0	0	3,633,802	0	3,609,802	0	0	3,609,802
Water Supply Services Operation, Maintenance & Renewal	(14,931,017)	(431,000)	(15,362,017)	10,389,245	0	1,054,140	11,443,385	(3,614,379)	(7,533,011)	3,923,209	0	(3,609,802)
Sewerage Services Management	0	0	0	2,616,260	0	0	2,616,260	0	2,616,260	0	(23,000)	2,593,260
Sewerage Services Operation, Maintenance & Renewal	(19,085,510)	(420,000)	(19,505,510)	13,692,595	0	2,401,668	16,094,263	(3,259,203)	(6,670,451)	4,168,563	(91,372)	(2,593,260)
Sub Total	(46,669,129)	(1,174,020)	(47,843,149)	71,944,679	120,000	5,576,861	77,641,540	(29,478,245)	320,147	12,339,701	(345,467)	12,314,380

Theme / Sub Service	INCOME			EXPENDITURE				Non-Cash Adjustments	NET COST (Before Trf to/fr Reserves)	RESERVE TRANSFERS		NET COST ESTIMATED 2015/16
	Operating	Capital	Total	Operating	Capital	Loan Repayments	Total			Transfer To	Transfer From	
<u>Our Economy</u>												
Grafton Regional Airport	(126,316)	0	(126,316)	355,983	0	90,500	446,483	(49,980)	270,187	0	0	270,187
South Grafton Aerodrome	(22,700)	0	(22,700)	17,096	0	0	17,096	(9,796)	(15,400)	15,400	0	0
Caravan Parks	(4,962,900)	0	(4,962,900)	3,557,040	0	0	3,557,040	(240,103)	(1,645,963)	1,645,963	0	0
Saleyards	(295,400)	0	(295,400)	296,907	0	9,470	306,377	(35,772)	(24,796)	24,796	0	0
Planning Support Services	(156,290)	(20,000)	(176,290)	283,162	0	0	283,162	(217)	106,655	21,000	0	127,655
Land Use Planning	(32,400)	0	(32,400)	546,178	0	0	546,178	0	513,778	1,000	0	514,778
Land Use Management	0	0	0	170,322	0	0	170,322	0	170,322	0	0	170,322
Economic Development	(131,293)	0	(131,293)	445,112	0	0	445,112	(123)	313,696	0	0	313,696
Sponsored Events & Festivals	(20,000)	0	(20,000)	198,173	0	0	198,173	0	178,173	0	0	178,173
Tourism and Destination Development	(164,800)	0	(164,800)	686,406	0	0	686,406	(5)	521,601	0	0	521,601
Civic Events	0	0	0	24,000	0	0	24,000	0	24,000	0	0	24,000
Sub Total	(5,912,099)	(20,000)	(5,932,099)	6,580,378	0	99,970	6,680,347	(335,996)	412,252	1,708,159	0	2,120,411
<u>Our Environment</u>												
Grafton Regional Landfill & Waste Processing	(4,845,263)	0	(4,845,263)	4,136,302	0	92,367	4,228,669	(304,007)	(920,601)	920,601	0	0
Domestic Waste Management	(6,124,441)	0	(6,124,441)	6,550,697	0	455,328	7,006,025	(481,271)	400,313	0	(400,313)	(0)
Commercial Waste Management	(433,000)	0	(433,000)	228,663	0	0	228,663	0	(204,337)	204,337	0	0
Waste Transfer Stations & Other Waste	(1,627,215)	0	(1,627,215)	1,366,703	0	38,276	1,404,979	(8,288)	(230,524)	0	0	(230,524)
Public Place Waste Removal	0	0	0	490,538	0	4,097	494,635	0	494,635	0	(70,820)	423,815
Administration / Management	(121,200)	0	(121,200)	157,000	0	0	157,000	0	35,800	0	0	35,800
Environmental Sustainability / Climate Change	(237,903)	0	(237,903)	255,805	0	0	255,805	(103)	17,799	405,949	(423,748)	0
Catchment Management	0	0	0	3,480	0	4,419	7,899	0	7,899	0	0	7,899
Biodiversity	(352,936)	(279,775)	(632,711)	1,096,048	0	0	1,096,048	(3,066)	460,272	0	(169,000)	291,272
Weed Management	(243,931)	0	(243,931)	551,546	0	0	551,546	0	307,615	0	0	307,615
Bushfire Management	0	0	0	0	0	0	0	0	0	0	0	0
Urban Vegetation Management	0	0	0	1,087,994	0	0	1,087,994	(4,393)	1,083,601	0	0	1,083,601
Sub Total	(13,985,889)	(279,775)	(14,265,664)	15,924,776	0	594,487	16,519,263	(801,128)	1,452,471	1,530,887	(1,063,881)	1,919,477

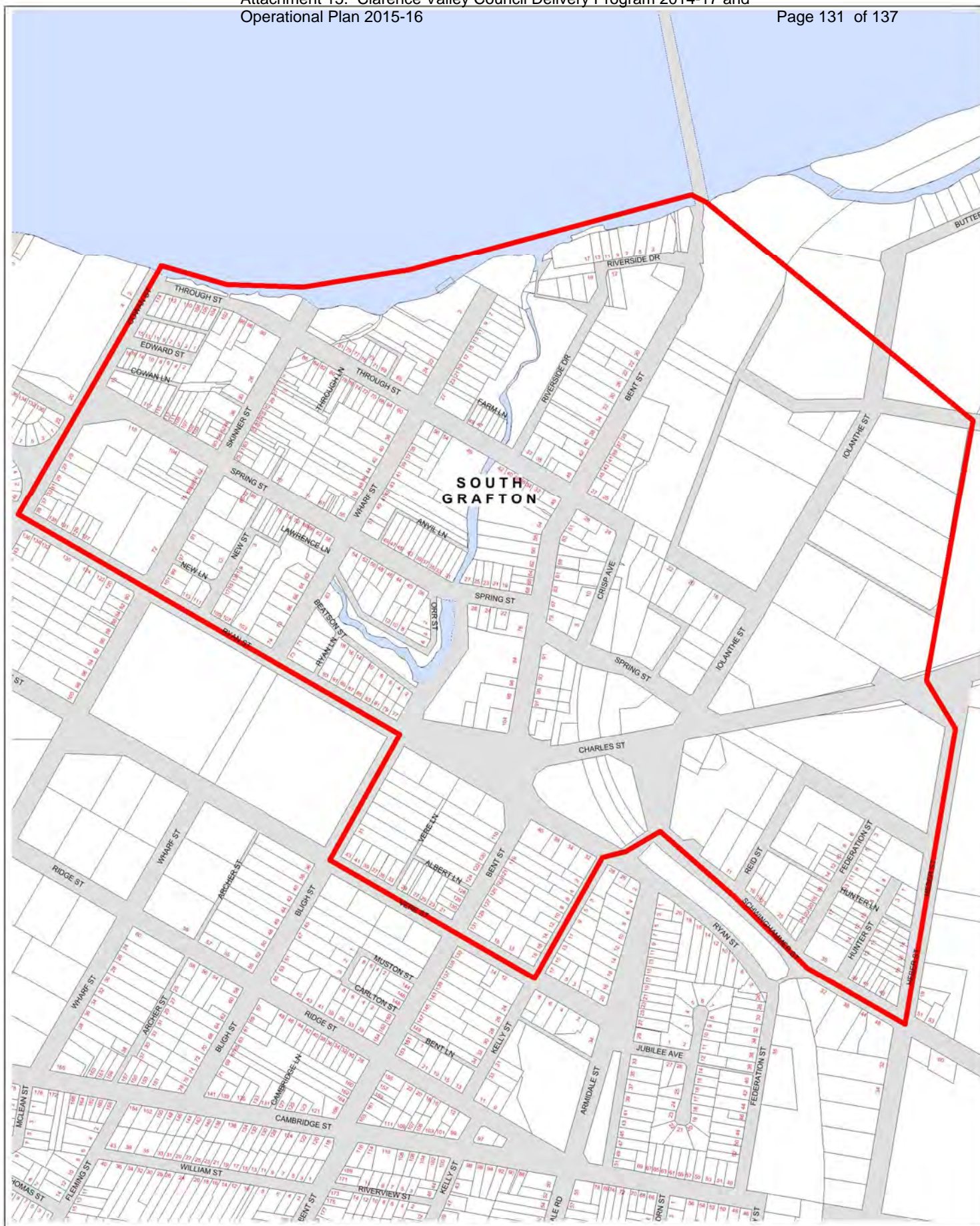
Theme / Sub Service	INCOME			EXPENDITURE				Non-Cash Adjustments	NET COST (Before Trf to/fr Reserves)	RESERVE TRANSFERS		NET COST ESTIMATED 2015/16
	Operating	Capital	Total	Operating	Capital	Loan Repayments	Total			Transfer To	Transfer From	
<u>Our Leadership</u>												
Office of General Manager	(83,513)	0	(83,513)	467,213	0	0	467,213	(188)	383,512	0	0	383,512
Executive Support	(329,057)	0	(329,057)	336,057	0	0	336,057	0	7,000	0	0	7,000
Elected Member Expenses	(358,755)	0	(358,755)	344,365	0	0	344,365	0	(14,390)	67,500	0	53,110
Executive Mgt of Governance Services	0	0	0	261,113	0	0	261,113	0	261,113	0	0	261,113
Organisation Governance	(1,278,856)	0	(1,278,856)	1,360,427	0	0	1,360,427	(150)	81,420	3,960	(11,566)	73,814
Communication	0	0	0	219,126	0	0	219,126	0	219,126	0	0	219,126
Business Improvements & Integrated Planning & Reporting	0	0	0	11,500	0	0	11,500	0	11,500	0	0	11,500
Directorate Mgt of Corporate Services	(251,131)	0	(251,131)	262,601	0	0	262,601	(8,974)	2,497	0	0	2,497
Financial Accounting & Compliance	(968,560)	0	(968,560)	952,847	0	0	952,847	(113,382)	(129,095)	0	0	(129,095)
Management Accounting & Business Support	(413,142)	0	(413,142)	413,142	0	0	413,142	0	0	0	0	0
Supply & Light Fleet Management	(2,585,797)	0	(2,585,797)	2,683,007	0	0	2,683,007	(1,255,234)	(1,158,024)	1,744,552	(244,000)	342,528
Revenue Management	(1,041,938)	0	(1,041,938)	1,085,554	0	0	1,085,554	0	43,616	0	0	43,616
Corporate Systems Management	0	0	0	595,359	30,000	316	625,675	(3,075)	622,600	0	0	622,600
Financial Management	0	0	0	172,228	0	0	172,228	0	172,228	0	0	172,228
General Purpose Revenue	(34,759,621)	0	(34,759,621)	42,500	0	(17,195)	25,305	0	(34,734,316)	0	0	(34,734,316)
Administration & Overhead Management	(6,038,430)	0	(6,038,430)	6,406,772	0	0	6,406,772	0	368,342	0	(850,000)	(481,658)
Information Services Management	0	0	0	156,121	0	0	156,121	0	156,121	0	0	156,121
Information Technology	(326,154)	(2,000)	(328,154)	1,674,003	264,000	7,586	1,945,589	(315,754)	1,301,681	20,600	0	1,322,281
Records	(581,131)	0	(581,131)	696,610	0	1,515	698,125	(8,692)	108,302	0	(7,800)	100,502
Customer Service	(575,002)	0	(575,002)	872,767	0	0	872,767	(622)	297,142	0	0	297,142
Workforce Development	0	0	0	47,338	0	0	47,338	0	47,338	0	0	47,338
Human Resources Operations	(336,280)	0	(336,280)	454,301	0	0	454,301	(637)	117,384	0	0	117,384
Training and Development	0	0	0	247,932	0	0	247,932	0	247,932	0	0	247,932
Work Health & Safety	(65,000)	0	(65,000)	368,870	0	0	368,870	0	303,870	0	0	303,870
Human Resource Management	0	0	0	217,195	0	0	217,195	0	217,195	0	0	217,195
Administration Buildings	0	0	0	780,211	0	4,981	785,192	(279,141)	506,051	0	(40,000)	466,051
Commercial & Residential Properties	(332,900)	0	(332,900)	157,523	0	0	157,523	(38,161)	(213,538)	0	(19,100)	(232,638)
Property Leases	0	0	0	0	0	0	0	0	0	0	0	0
Buildings in Other Services	(24,827)	(70,000)	(94,827)	1,026,136	0	91,961	1,118,097	(311,584)	711,686	75,940	(39,017)	748,609
Buildings Administration / Management	(174,118)	0	(174,118)	579,406	0	0	579,406	0	405,288	0	0	405,288
Council Property Management	0	0	0	20,023	0	483	20,506	0	20,506	0	(20,506)	0
Sub Total	(50,524,212)	(72,000)	(50,596,212)	22,912,244	294,000	89,647	23,295,891	(2,335,594)	(29,635,915)	1,912,552	(1,231,989)	(28,955,352)
GRAND TOTALS	(134,410,283)	(1,620,795)	(136,031,078)	148,953,644	843,400	6,736,754	156,533,798	(35,165,686)	(14,662,965)	17,972,845	(3,798,424)	(488,545)



Appendix A

Business Property Boundaries





South Grafton CBD Boundary For Rating Purposes

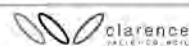
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Date: 19/04/12
Data Source:
Cadastral (APR 2012) -
NSW LPI

0 100 200 Metres
Approx scale @ A4 1:8000

Projection: GDA 1994
MGA Zone 56





Grafton CBD Boundary For Rating Purposes

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Data Source:
Cadastral (APR 2012) -
NSWLPI

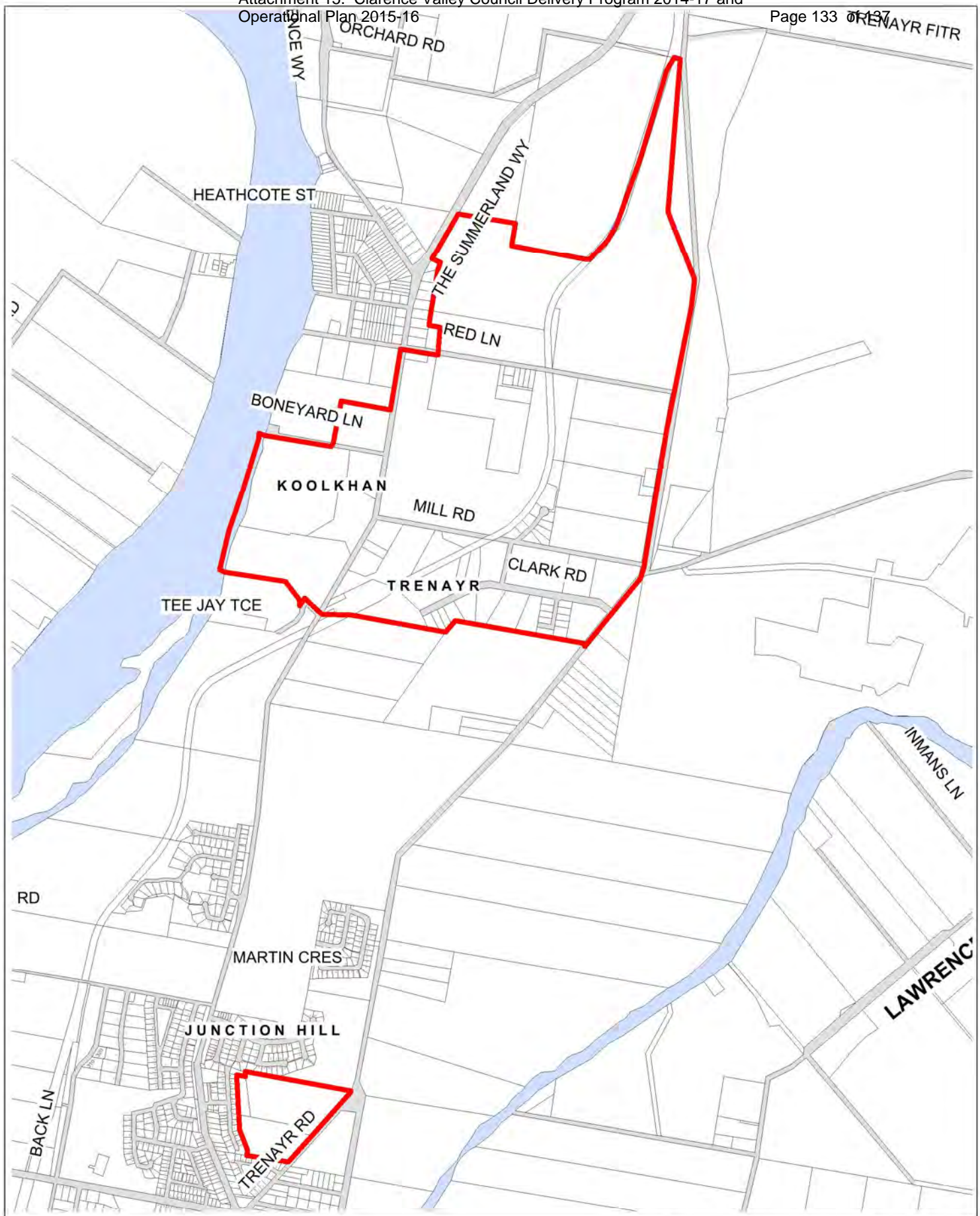
0 100 200 Metres

Approx scale @ A4 1:8000



Projection: GDA 1994
MGA Zone 58





**Trenayr, Junction Hill BUSINESS
Boundary For Rating Purposes**

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0 300 600 Metres
Approx scale @ A4 1:22000

Projection: GDA 1994
MGA Zone 56





Yamba Town CBD Boundary For Rating Purposes

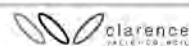
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Data Source:
Cadastral (APR 2012) -
NSW LPI

0 100 200 Metres
Approx scale @ A4 1:8000

Projection: GDA 1994
MGA Zone 56





Treelands Dr Yamba
Boundary For Rating Purposes

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0 50 100 Metres
Approx scale @ A4 1:4000

Projection: GDA 1994
MGA Zone 56





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Data Source:
Cadastre (APR 2012) -
NSW LPI



Approx scale @ A4 1:4000





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Date: 19/04/12
Data Source:
Cadastre (APR 2012) -
NSW LPI



Approx scale @ A4 1:4000



Projection: GDA 1994
MGA Zone 56

