

Statutory Annual Report 2007/2008



Statutory Returns for the year ended 30 June 2008

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Section 428(2) - Local Government Act 1993

S.428(2)(a) - Financial Statements

Clarence Valley Council's audited financial reports for the year 2007/2008 are reported separately in the Clarence Valley Council General Purpose Financial Report for the year ended 30 June 2008.

S.428(2)(b) - Performance of Principal Activities

An assessment of the Council's performance for the year 2007/2008 is presented as Schedule B of this report.

S.428(2)(c) - State of the Environment Report

The Clarence Valley Council State of the Environment Report for the year ended 30 June 2008 is presented separately.

S.428(2)(d) - Condition of Public Works

Council's responsibility for bridges, roads, combined road assets, footpaths, cycle ways, kerbs, gutters, water supply, buildings, major facilities, storm water drainage & sewerage extends to annually reporting on their condition. This report includes:

- a. Estimates of the amount of money required to bring the works up to a satisfactory standard,
- b. Estimate of the annual expense of maintaining the works at that standard, &
- c. Council's program of maintenance for 2007-2008 in respect of the works.

BUILDINGS

The assets in this section include Council offices, caravan parks, tourism promotion facilities, cemeteries, swimming pool facilities, tennis courts, buildings in recreational areas, public halls/community centres, as well as properties owned and let commercially, libraries, museums and airfields.

The total insured value of Councils building assets in 2007/08 was \$101,147,592.

- a. Estimated cost required to bring to satisfactory condition standard is \$2,256,600

Due to the variations in assessing the condition of buildings across the amalgamated Council, the assessment and costs estimated are general in nature, from current knowledge and existing information. It is proposed to standardise all inventory and building condition assessment audits over the next year, where time and resources allow. While building condition assessment audits have commenced, these are scheduled to be completed on all building assets by 30 June 2011.

The current condition of the building assets are considered to be in 'good condition' with a small number of buildings classified in a 'poor condition' where major reconstruction works are required.

For a building to be rated in a 'good condition' (according to the Internal Infrastructure Management Manual, V3, 2006), the following requirements need to be satisfied:

- Structure: Functionally sound structure
- External: Showing minor wear and tear & minor deterioration of surfaces
- Internal: Showing minor wear and tear & minor deterioration of surfaces
- Services: All components operable
- Fittings: Operational and functional, minor wear & tear
- Maintenance: Increased maintenance inspection required.
- Customers: Deterioration causes minimal influence on occupational uses. Occasional customer concerns

The estimated costs required to bring buildings up to a satisfactory condition standard is summarised below:

BUILDING TYPE	\$ AMOUNT
Caravan Parks	440,300
Commercial Properties & Airports	189,500
Council Offices	634,300
Halls/Community Centres	257,500
Libraries/Museums	62,000
Swimming Pools	307,000
Tennis/Sports Facilities & Centres	245,000

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Tourism/Promotion Facilities including Art Galleries	121,000
TOTAL	2,256,600

- b. Estimated cost of required maintenance to maintain standard is \$1,826,584.

The estimated cost required to maintain the maintenance standard is based on the existing maintenance budgets, together with the building condition assessments (ongoing) and general estimations to maintain the satisfactory standard.

- c. Current annual maintenance and general work for 2007/08 was \$1,710,325

The current annual maintenance and works for 2007/08 has been split into maintenance categories, summarised below:

DESCRIPTION	\$ VALUE
RFS Brigade Station Maintenance	26,532.39
Maintenance Park Furniture/Park Buildings	31,899.70
Maintenance Tennis Courts	16,935.39
Building Maintenance	717,700.61
Buildings Maintenance - Cleaning	238,975.95
Buildings Maintenance - Consumables	37,184.99
Public Toilets Maintenance	49,708.58
Public Toilets Maintenance - Cleaning	291,444.78
Public Toilets Maintenance - Consumables	21,564.29
Air Conditioning Maintenance & Repairs	23,098.41
Fire Protection Equipment Maintenance Buildings	36,237.09
Pest Control Maintenance Buildings	7,820.02
Automatic Doors & Lifts Maintenance	4,159.53
General Maintenance	149,419.11
Amenities Maintenance	43,284.87
Toilet Cleaning	14,358.79
TOTAL 2007/08	1,710,324.50

SEWERAGE

- a. Estimates of the amount of money required to bring sewerage facilities up to a satisfactory standard

“Satisfactory standard” is defined as follows:

Treatment system	<i>consistently meeting effluent discharge licence standards</i>
Transport system	<i>no significant history of failing to operate as intended</i>

SEWERAGE TREATMENT SYSTEM

The Department of Environment and Climate Change (DECC) has placed licence conditions on Council's Sewage Treatment Plants (STP) requiring:

- Closure of Maclean, Townsend and Ilarwill and construction of a regional STP by June 2008,
- Design for closure of the South Grafton STP (with transfer of sewage to an upgraded Clarence STP) and
- An upgrade of Yamba STP to be designed by 30 June 2008, with construction completed by 30 June 2010.

The reason for these conditions is that the existing STPs are unable to meet an “Accepted Modern Treatment” (AMT) licence standard, and DECC has permitted Council to operate with lower licence standards pending construction of upgrading works. Council is currently undertaking construction of this work.

1. Woodford Island STP and closure of South Grafton STP

In March 2008 Council awarded a contract for \$19.04 million (excl GST) to construct the new regional STP on Woodford Island. Project management costs for this STP are \$0.78 million, giving a total cost of \$19.82 million (excl GST).

It should be noted that the new Woodford Island STP also provides capacity for the unsewered town of Lawrence and for future development. The existing load on the three STPs is estimated as 3730 equivalent persons (EP) and the design capacity of the STP is 8000EP. The pro-rata value of the upgrade is therefore \$9.24 million (excl GST).

2. Closure of South Grafton STP and transfer to an upgraded Clarence

In March 2008 Council awarded a contract for \$11.22 million for augmenting Clarence STP to comply with the DECC licence standard. The cost of the associated transfer system is

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considered part of this work, and the estimated construction cost is \$4.45 million (excl GST). Project management costs for this STP is \$0.46 million, giving a total cost of \$15.67 million.

3. Augmentation of Yamba STP

The cost of upgrading works at Yamba STP to meet the DECC requirements is provisionally estimated as \$24.24 million. The cost of associated transfer system upgrading is estimated in the transfer system section. Project management costs for this STP are estimated as \$0.72 million (3%), giving a total cost of \$24.96 million.

It should be noted that the augmented STP will provide capacity for future development. The existing load on the STP is estimated as 7,500EP and the design capacity of the augmented STP is 17,200 EP. The pro-rata value of the upgrade is therefore \$10.88 million.

The cost to bring all STPs to a satisfactory standard for existing loads is estimated as \$35.79 million.

SEWERAGE TRANSPORTATION SYSTEM

1. Yamba

Upgrading required to bring the existing transportation system to a satisfactory standard is identified in the *Yamba Sewerage Augmentation Detailed Concept Design Report* (Worley Parsons, June 2008). Upgrading proposed for Yamba addresses identified deficiencies in the existing transportation system. The Strategy Study identified four (4) Sewer Pump Stations (SPS) which are overloaded for existing flows in that pumps operate for an extended time to cater for dry weather flow, and are unable to adequately pump wet weather flows. This upgrading is therefore necessary to bring the system to a satisfactory standard. The provisional estimated cost is \$2.54 million.

2. Maclean

Upgrading required to bring the existing transportation system to a satisfactory standard is identified in the *Maclean Sewerage Scheme Augmentation Concept Development Report* (DPWS, 2001). Upgrading required for the Maclean, Townsend and Ilarwill systems is related to closure of the existing STPs and transfer of sewage to the new regional STP on Woodford Island. These costs include safety upgrading required at SPSs to meet current OHS&R standards, and upgrading of the existing common effluent drainage system at Ilarwill to current design standards. The estimated costs of the required upgrading is \$17.0 million.

3. Grafton

Upgrading required to bring the existing transportation system to a satisfactory standard is identified in the *Grafton Wastewater Management Strategy Study* (DPWS, 2000). Excluding the cost of a transfer system from South Grafton STP to Clarence STP (considered in treatment) the cost of upgrading the existing Prince and Arthur Street pump station is estimated as \$2.22 million.

The total cost to bring existing transportation systems to a satisfactory standard is estimated as \$21.76 million.

The total cost of improving the existing sewerage system to bring it to a satisfactory standard is estimated as \$57.55 million.

b. Estimate of the annual expense of maintaining sewerage works at that standard

The annual expense of maintaining sewerage works at that standard is estimated at \$1,333,000.

c. Council's program of maintenance for 2007-2008 in respect of sewerage works.

Mains maintenance Expenses	\$ 632,000
Pumping station maintenance expenses	\$ 376,000
Treatment maintenance expenses	\$ 325,000
TOTAL	\$1,333,000

ROADS

Council has the responsibility for the maintenance of roads within the Council area. Roads are generally considered to be urban if they lie within a 50kph speed zone. Rural roads are outside these areas. Council maintains and funds all Local Roads listed on Council's road maintenance register. A list of the road types and lengths as at 30 June 2008 is provided in the table below.

Classification	Location	Surface Type	Kms
Local	Urban	Sealed/Unsealed	351.21
	Rural	Sealed	785.5
	Rural	Unsealed	961.91
Regional	Urban	Sealed	21.04
	Rural	Sealed	324.49
	Rural	Unsealed	36.59
Total			2480.74

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a. Estimate of Costs to Bring Roads to a Satisfactory Standard

An assessment has been made of the condition of the road network using Council's Asset Management database. For a road to be rated in a satisfactory condition the following requirements need to be satisfied:

- The road is trafficable in both wet and dry weather conditions and provides a safe environment for vehicles.
- Indicators of road pavement condition (seal cracking, surface rutting and the extent of surface defects) do not pose a threat to road user safety or lead to a general breakdown of the road pavement.
- Bitumen seals on sealed roads are adequate for current use and will not lead to a breakdown of the structural integrity of the sealed surface.
- Depth of gravel on unsealed roads is considered adequate for current conditions to ensure suitable access through normal climatic conditions.

NOTE: Due to the variations in assessing the condition of roads across the amalgamated Council the assessment and costs estimated below are general in nature. It should be noted that Council is currently completing a review of the road network prior to revaluation, including remeasuring and condition rating the network. It is predicted that there will be a change in the road lengths and condition rating assessment in future years once this review is complete, primarily due to more accurate methods of measurement and assessment. The adoption of the Road Maintenance policy and its implementation will gradually lead to a standardised approach to asset condition monitoring and maintenance over time.

To determine the cost to bring the road network to a satisfactory standard the condition of those roads that do not achieve the above requirements was estimated. The type of repair most appropriate for these various roads was determined and a unit rate applied to carry out those repairs. The treatment techniques ranged from resealing to full pavement rehabilitation of sealed roads, and addition of gravel on unsealed roads. The total amount to carry out the appropriate treatments across the entire road network is reported as follows:

Classification	Location	Surface Type	% Considered Unsatisfactory	Est. Cost to Bring to Satisfactory
Local	Urban	Sealed/Unsealed	15	\$10,539,240
	Rural	Sealed	20	\$43,118,000
	Rural	Unsealed	50	\$18,565,116
Regional	Urban	Sealed	15	\$724,762
	Rural	Sealed	25	\$17,134,500
	Rural	Unsealed	20	\$549,649
Total				\$90,631,267

b. Current Value of the Annual Roads Maintenance Program

The 2007/2008 budget for the maintenance of Council roads (including Regional Roads) and associated infrastructure was \$10,670,623.

BRIDGES

Council is responsible for the maintenance of bridges on local and regional roads across the Council road network. A list of the bridge types and lengths as at 30 June 2007 is provided in the table below.

Classification	Location	Surface Type	Concrete/Steel		Timber	
			Number	Length (m)	Number	Length (m)
Local	Urban	Sealed/Unsealed	5	179	2	13
	Rural	Sealed	72	2,320	35	656
	Rural	Unsealed	39	786	89	1,361
Regional			63	2,406	18	515
Total			179	5,691	144	2,545

As part of the road assessment Council is also refining its bridge register. Large culverts (>6m) which are currently recorded under the bridges classification will be removed from this list.

a. Statement of Satisfactory Condition

It is desirable that all timber bridges be replaced with concrete structures (whether bridges or culverts). This will greatly reduce ongoing maintenance costs and Council's risk exposure. This replacement is subject to an ongoing priority programme based on risk and maintenance requirements.

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The estimated cost to achieve this status is as follows:

Classification	Construction	Number	Estimated Replacement Cost
Local	Timber	126	\$25.13m
Regional	Timber	21	\$16.62m
Total			\$41.75m

The condition assessment of bridges is based on routine inspections – timber bridges are inspected for surface defects twice each year and concrete bridges every second year. To be assessed as satisfactory the bridge must be structurally sound without the requirement for replacement of major components.

b. Estimate of Costs to Bring Bridges to Satisfactory Standard

The cost to bring these assets to a satisfactory condition is the amount required to carry out major maintenance on each structure, based on information from the most recent inspections. In some cases this means full reconstruction of the bridge. The estimated cost to bring the bridges to a satisfactory standard is \$3,935,354.

c. Current Value of the Annual Bridge Maintenance Program

The 2007/2008 budget for the annual inspection and maintenance of bridges within the Council was \$315,062.

FOOTPATHS AND CYCLEWAYS

Council maintains footpaths and cycleways in various locations across the Council area. Footpaths are generally located within the road reserve adjacent to the road carriageway to provide safe pedestrian access separated from vehicles in major pedestrian areas i.e. shopping centres, community facilities, parks beaches, buildings etc. All footpaths are required to meet the Australian Standards to ensure access for disabled and elderly.

Cycleways are also provided in many locations to facilitate safe and efficient cycling between major facilities or areas and to encourage the health benefits for population.

Council has recently completed a Pedestrian Access and Mobility Plan (PAMP) and Bike Plan for the Council area covering Grafton, South Grafton, Maclean and Yamba. Plans for other town and village areas of the Clarence Valley are also proposed.

A list of footpath and cycleway details are provided below. Again Council's register of footpaths is being reviewed and updated and will likely change once the review is complete.

Classification	Construction	Length (km)	Estimated Replacement Cost
Footpaths/Cycleways	Concrete	78.75	\$15,714,904

a. Estimate of Costs to Bring Footpaths and Cycleways to a Satisfactory Standard

Risk assessment inspections for these assets are programmed depending upon location and usage patterns. This is critical to reduce Council's exposure to Public Liability claims. These inspections are used to establish maintenance and replacement programs.

Footpaths are required to be trafficable and safe, with trip hazards being the primary indicator of safety. Following inspections Council programs maintenance work to remove trip hazards within the budget provided for this activity. Different treatment techniques were proposed (with corresponding unit cost rates) to determine the cost to bring those defective areas to a satisfactory standard. These techniques ranged from step grinding to full replacement. The total estimated cost for the various maintenance treatment techniques is \$170,000.

b. Current Value of the Annual Footpath and Cycleway Maintenance Program

Council's budget for footpath and cycleway maintenance in 2007/2008 was \$170,000.

KERB AND GUTTER

Council maintains kerb and gutter located primarily in the urban areas. The length and estimated replacement costs of the kerb and gutter located in the Council area is provided in the table below.

Classification	Construction	Length (km)	Estimated Replacement Cost
Kerb and Gutter	Concrete	267.33	\$29,638,830

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a. Estimate of Costs to Bring Kerb and Gutter to a Satisfactory Standard

To be rated as satisfactory kerb and gutter is required to enable water flow as intended without major impediment. When this is not the case the cost to replace the kerb and gutter is based on a unit rate per lineal metre to estimate the cost to bring the kerb and gutter to a satisfactory standard. The total estimated cost for the various maintenance treatment techniques is \$592,767.

b. Current Value of the Annual Kerb and Gutter Maintenance Program

Council's budget for kerb and gutter maintenance in 2007/2008 was \$105,000.

Classification	Construction	Length (km)	Estimated Replacement Cost
Stormwater Pipes/Pits	Concrete/PVC	171.38	\$38,001,527

a. Estimate of Cost to Bring Drainage Assets to a Satisfactory Standard.

The stormwater drainage system is considered satisfactory if there is no significant history of the system failing to function as intended or a maintenance inspection indicates that there is no major structural deficiency in the drainage network. Where deficiencies have been identified the upgrade of the current facilities with more appropriately sized/ designed facilities is required. The budget allowed for currently identified upgrade works is \$360,000.

COMBINED ROAD ASSETS

The combined amount required to bring roads, bridges, kerb and gutter and paved footpaths to a satisfactory standard is \$95,329,388.

a. Estimate the Cost (at current value) to Maintain the Roads at a Satisfactory Standard

Due to varying condition standards of the assets it is not currently feasible to estimate this cost with any degree of accuracy. Following consistent condition assessment and application of the recently adopted roads maintenance policy the estimation of this cost will be determined. Council has completed videoing the road network and has commenced assessing the condition of all road related assets to validate the current asset registers and provide detailed assessment of costs to bring the assets up to an acceptable condition and maintain the assets at that level.

b. Indicate the current value of the annual roads maintenance program.

The amount provided for maintenance of roads (local and regional), bridges, kerb and gutter and paved footpaths is made up of Council funds, Commonwealth Financial Assistance Grant funds and Roads to Recovery Program funds, and the Regional Roads Block Grant. The total amount available in 2007/2008 was \$10,670,623.

b. Current Value of the Annual Drainage Maintenance Program

Maintenance of the system involves clearing and maintenance of the existing drain network to avoid or repair ad hoc failures. Examples of such failures would be blockages, pipe joint damage creating subsidence of adjacent surfaces and system surcharges in "normal" rain events

The current program to maintain urban drainage facilities is \$217,000.

WATER SUPPLY

Council controls a vast network of water supply infrastructure encompassing approximately 1,500km of mains, 24 reservoirs, 11 pump stations and over 19,500 connections.

The current condition of all assets is considered to be "deterioration evident ranges from fair to marginal".

- a. Estimate of cost required to bring to satisfactory standard is \$5.881million
- b. Estimate of cost of required maintenance to maintain standard is \$12.691million
- c. Current annual maintenance and general work for 2007/08 was \$846,000

STORMWATER DRAINAGE

Details of the extent of Council's urban stormwater drainage network are kept in Council's assets database. Inspections are carried out on major drainage systems annually. Details of the stormwater assets are provided in the table below.

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S.428(2)(e) - Legal Proceedings: Expenses & Progress

- Franks v CVC Land and Environment Court appeal against refusal of development consent. Appeal dismissed. CVC costs \$4150. Nil recovered.
- Seneviratne v CVC Land and Environment Court appeal against conditions of development consent. Appeal upheld. CVC costs \$6500. Nil recovered.
- Boral Resources v CVC Land and Environment Court appeal against development consent. Ongoing. CVC costs to date \$600. Nil recovered.
- Lighting fire without a permit. Court matter fined \$3250.00 Solicitor charges \$2150.00. Defendant to pay full amount.
- Leave Animal in a public place. Court matter fined \$1500.00 Solicitor charges \$1000.00 Defendant has paid the full amount.
- Burning without advising neighbours legal advice Solicitor, \$835.00 Defendant paid \$550 of Council costs, did not go to court.

S.428(2)(f) - Mayoral & Councillor Fees, Expenses, Provision of Facilities

Clarence Valley Council has in place a policy on the provision of facilities for us by councillors and the payment of councillor expenses that governs the expenses paid and facilities provided to the Mayor, Deputy Mayor and Councillors in the discharge of their civic duties. This policy is included as Schedule A of this report.

In 2007/2008, the cost of expenses incurred by and facilities provided to Councillors was \$75,863.

Itemised costs were:

Itemised cost of the following Councillor expenses	\$ Cost
Phone calls, fax and internet services	6940
Costs of spouse/partners	0
Conference and seminar expenses	33249
Training expenses	2254
Interstate travel expenses (Mayoral) Total	3159
Darwin	2194
Shepparton	965
Overseas travel expenses	0
Cost of Provision of Equipment allocated to Councillors	0

Annual fees were paid to the Mayor and Councillors as required by the Local Government act 1993 and in accordance with the determination of the Local Government Remuneration Tribunal.

In 2007/2008 the following amounts were paid in respect of Councillor's fees and the Mayor's fee:

Mayoral Fees	\$29,298
Deputy Mayor	\$2,441
Councillors Fees	\$130,860

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S.428(2)(g) - Senior Staff Remuneration

The following table presents Clarence Valley Council's senior staff remuneration packages (including superannuation) for the financial year 2007/2008:

Position	Total remuneration
General Manager	\$219,538
Deputy General Manager – Schroder	\$161,423
Deputy General Manager – Donges	\$162,017
Executive Manager Floodplain Services	\$412,369
Executive Manager North Coast Water	\$125,906

Council incurred no expenses relating to overseas travel by Senior Staff or any other persons representing Council during 2007/2008.

S.428(2)(h) - Contracts Awarded by Council

Contracts exceeding \$150,000, not including employment contracts:

SUCCESSFUL CONTRACTOR	PROJECT	\$ VALUE (inc GST)
Clouston & Associates	Preparation of Clarence River Way Master Plan	\$150,700.00
Country Energy	Electricity upgrading	\$1,037,426.53
Environment One Corporation	Supply Contract for pressure sewer units (5 year contract)	\$6,496,696.45
Haslin Construction Pty Ltd	Augmentation of North Grafton & Clarenza STPs, construction of Woodford Island STP and remediation of Junction Hill STPs	\$38,469,340
JKT & Sons P/L	Management of Iluka Riverside Tourist Park	\$350,000
Soil Conservation Service	Maclean riverbank erosion protection works	\$309,100
SRS Roads P/L	Bitumen sealing works	Tendered rates
Thomas Noble & Russell	External Financial Auditing Services. Contract period is for 6 years from 1 st July 2007 to 30 th June 2013	\$403,000
Westrac P/L	Three 12 tonne self propelled vibrating rollers	\$491,700

S.428(2)(i1) - Bushfire Hazard Reduction

Fire mitigation and prevention activities are co-ordinated throughout the Clarence Valley through the Zone Firewise Committee (ZFC). The ZFC is primarily made up of RFS Volunteer Community Firewise Facilitators and in association with the Zone Community Safety Officer is responsible for the development of an annual Community Education and Fire Mitigation Program.

An enhanced system of environmental assessment for hazard reductions and procedures for the dealing with hazard complaints on private and managed lands was introduced during 2003. The Bush Fire Environmental Assessment Code established procedures for managing proposals for hazard reduction works and dealing with hazard complaints on all land tenure.

Mitigation / Prevention Activity statistics for 2007/08 are detailed below:-

❑ Community Education Activities	
▪ FireWise CommEd Programs	66
▪ FireWise Youth promotions	21
▪ Rural Fire Brigade Station Open Days	11
▪ Static Displays	7
▪ Volunteer Facilitator man hours	1245
❑ Hazard Complaints	
Complaints – Work Orders Issued	30
❑ Hazard Reduction Activities	
Hazard Reduction Certificates Issued	10
Reported HR Activities (All Agencies)	69
Total Estimated Area Treated	3120 ha
❑ Strategic Asset Protection - Villages (Slashing / Clearing)	15ha approx
❑ Integrated Village Protection Strategies (Minnie Water / Diggers Camp / Sandon)	3
❑ Fire Permits	
Reported Permits Issued	1323
Reported Fire Permit Escapes	0
Infringement Notices Issued	0
❑ Referred Development Applications – S79BA	8
❑ Referred Development Applications – S100B	19
❑ Bush Fire Risk Management Plan Review	
Project Commenced March 2008 – % Completion	5%

S.428(2)(j) - Accessible CALD Services

Council facilitates activities which support the cultural and linguistic diversity (CALD) of the community.

During the 2007/2008 financial year, Council has collaborated in meeting with NSW TAFE, the Commonwealth Department of Immigration and Citizenship as well as the North Coast Migrant Worker Network.

This has resulted in the ongoing support and resourcing of Harmony Day activities, the Multicultural Festival of 5 Senses & community groups.

The use of Council meeting rooms has been provided on a fee waiver basis at TDCC Yamba for the Lower Clarence Multicultural Committee.

Additional activities have included the promotion of programs for families and children, including the establishment of the CV Children's Services Interagency as well as the provision of access to Councils facilities for playgroups & children's activities

S.428(2)(k) - Work on Private Land

Council is required to furnish details of any resolutions made with respect to carrying out private work that may lawfully be carried out on private property after:

- Council has first fixed, generally or in the particular case, an amount or rate for carrying out the work after considering the actual cost of carrying out the work and any current market rates relevant to the carrying out of the work, and
- If the amount for which, or the rate at which, it proposes to carry out the work is less than the amount or rate so fixed, the decision to carry out the work is made by resolution of the Council at an open meeting before the work is carried out.

15 ha (approx)
Council passed no resolutions during the year under section 67 of the Local Government Act concerning work carried out on private land.

S.428(2)(l) - Contributions/Grants to Organizations and Individuals

Council made donations totalling \$141,167 including substantial donations to the following organisations in 2007/2008

- 5%**
- Aboriginal Christian Rally
 - Arts Northern Rivers
 - Baryulgil Public School
 - Big River Cutting Club
 - Chatsworth Island CWA
 - Clarence River U3A
 - Clarence River Youth Ballet
 - Clarence Valley Christian Broadcasters

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- Clarence Valley Conservatorium
- Clarence Valley Dragons Abreast Inc
- Clarence Valley Seniors Computer Club
- Community Programs Incorporated
- Copmanhurst Hall Trust
- Coutts Crossing Croquet Club
- Cowper Public School
- CV Kindred Children's Carers Support
- Disabled Surfers Association
- Dundurrabin Public School
- Friends of Grafton Gallery
- Glenreagh Mountain Railway Inc
- Glenreagh Public School
- Glenreagh School of Arts
- Grafton Amateur Club
- Grafton Art Club
- Grafton Astronomical Society
- Grafton Community Bus
- Grafton Community College
- Grafton District Orchid Society
- Grafton High School
- Grafton Inverell Cycling Classic
- Grafton Junior golfers
- Grafton Junior Rugby League
- Grafton Lady Golfers
- Grafton Lions Club
- Grafton Pony Club
- Grafton Rotary Club
- Grafton Rowing Club
- Grafton Show Society
- Gulmarrad Public School
- Harwood Public Hall Trust
- Harwood Public School
- Hernani Hall
- Hernani Public School
- Iluka Boardriders
- Iluka History Group
- Iluka Preschool
- Iluka Rowing Club
- Jacaranda Preschool
- Jessie Brown Memorial Fund
- Junction Hill Playgroup
- Kungala Community Hall Committee
- Lachlan Davies – NASA Placement
- Lawrence Historical Society
- Lawrence Public School
- Legacy Club of Grafton
- Lower Clarence Media Cooperative
- Maclean – The Scottish Town in Australia
- Maclean High School
- Maclean Pipe Band
- Maclean Public School
- Maclean Scouts
- Maclean Show Society
- Maclean TAFE
- Minnie Water Surf Life Saving Club
- North Coast Academy of Sport
- North Coast Institute of TAFE
- Nymboida Public School
- Pedal For Preschools
- Rest Point Hotel Fishing Club
- Scout Association
- South Grafton High School
- South Grafton New School Of Arts

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- South Grafton Primary School
- Special Children's Christmas Party
- St Mary's Parish Maclean Youth Group
- St. Josephs Primary School
- St. Marys Primary School
- Ulmarra District Historical Society
- Ulmarra Public School
- Westlawn Public School
- Westpac Life Saver Rescue Helicopter
- Yamba Orcas
- Yamba Public School
- Yamba Surf Life Saving Club

Financial assistance totalling \$60,936 was also contributed to various organisations for the following events:

- Australia Day Celebrations
- Big River Camp draft
- Gate to Plate Festival
- Grafton Arts fest
- Grafton Eisteddfod
- Maclean Eisteddfod
- Multicultural Street Festival
- Philosophy, Science and Theology Festival
- Seniors Week
- Ulmarra River Festival
- Veterans Golf Day - Grafton
- Woolli Goanna Pulling
- Yamba Fishing Festival
- Youth Week

In addition, Council provided \$24,761 to the Lower Clarence Sports Council for distribution to sporting organisations in the Lower Clarence and \$3250 to the Clarence Valley Sports and Cultural Trust Fund to assist elite young sports and cultural performers.

S.428(2)(m) - Human Resource Activities

Council continues its commitment to having a productive, multi skilled workforce with staff enjoying satisfying careers and receiving realistic training and development opportunities that provide for the delivery of quality services to customers. Human resource activities were undertaken to ensure that equity, fair treatment and consistency prevailed across the organisation. The main areas of consideration are outlined below.

CONDIITONS OF EMPLOYMENT

Council's Consultative Committee continued to meet monthly and during the 2007/2008 year has considered and provided input on such issues as:

- Managerial level Organizational re-structure
- University Education Assistance Scheme
- EEO Contact and Protected Disclosure Officers program
- Review of the Consultative Committee Constitution
- Development of a process for Competency Assessment Appeals
- Development of a Position Evaluation Panel
- The continued development and implementation of Employee Protocols, including a review of the Recruitment and Selection Protocol.

RECRUITMENT & SELECTION

Throughout 2007/08 Council continued to fill its adopted organisation structure through recruitment undertaken in accordance with the revised Recruitment and Selection Protocol.

EMPLOYEE RELATIONS

Council continues to actively promote communication and interaction across the workplace. Council's aim is to disseminate information ensuring that it has a well-informed workforce. All Human Resources protocols are issued for employee consideration and reported to the consultative committee prior to final adoption by the Executive. This action ensures that all protocols that have a significant impact on employees are well documented and understood prior to implementation.

The process of finalising competency sets for each general staff position continues to involve extensive employee consultation.

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In addition to the formally constituted committees and communication protocols Council undertakes workshops and open forums where appropriate to provide staff with every opportunity to raise issues and concerns.

Council's Intranet provides easy access for staff to an extensive range of staff-related information including Council's employee protocols, the CVC Enterprise Agreement, the CVC NAPSA (formerly the Local Government (State) Award), Council salary system and Consultative Committee Minutes, Executive and Council reports, Staff Newsletters, new and vacant positions, organisation charts, and direct contact with payroll and IT support.

In addition to the Council wide Staff Newsletter the HR department provides a news bulletin as required direct to all staff without access to Council's intranet or e-mail facilities to ensure communication over important matters

TRAINING & DEVELOPMENT

Council continues to develop staff and organisational training plans that will ensure an appropriate and equitable investment in organisational effectiveness while enhancing employee safety, performance, personal growth and succession planning. With the continued completion of employee competency assessments the training needs of individuals is linked to the Salary System, facilitating progression through the system based on the acquisition and application of a pre-determined set of skills.

The organisational training plan will be based on needs identified through:

- legislative requirements;
- Council and corporate strategic goals;
- skills assessment of individuals and their need to acquire additional skills to perform in their current positions; and
- individual performance appraisals.

Council has provided skills based training in the following areas during the 2007/08 year:

- Microsoft Excel Advanced
- Microsoft Excel Intermediate
- Microsoft Word Intermediate

- Ergonomics in the Workplace
- Customer Service Excellence
- Working in Teams
- OH&S Consultative Committee training
- Minute Taking
- Competency Assessment training
- Fire Warden
- First Aid
- Fraud and Ethical Behaviour
- Risk Management and Assessment
- Website Maintenance
- Wound Management
- Manual Handling
- AutoCad Update
- Dataworks Classic
- Dataworks Browser
- Proclaim
- Traffic Control Stop/Slow
- Traffic Control Worksite Planning
- Traffic Control Apply Traffic Control Plans
- Traffic Control Design and Inspect Control Plans
- Crane and Plant Overhead Electrical Safety
- Confined Spaces Refresher
- Trenching and Shoring
- Dogging Ticket
- Testing and Tagging
- Vehicle Loading Crane Ticket

TERTIARY EDUCATION ASSISTANCE

In November 2007 six employees successfully applied for Council assistance to undertake degree level university education. Intended studies cover Engineering, Commerce, Natural Resource Management and Planning.

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TRAINEESHIPS & APPRENTICESHIPS

Opportunities for development of new and existing staff through participation in traineeships and apprenticeships continue to be supported by Council.

In the 2007/2008 financial year Council engaged 2 School based trainees in Community Support Services, 7 trainees across Human Resources, Finance and Supply, Water Cycle and Information Services departments and 3 Apprentices across Operations, Open Spaces and Fleet and Stores.

In addition Council also engaged a trainee Engineering Officer in the Water Cycle department at the beginning of 2008.

A number of Council staff continue to take up new entrant and existing worker traineeships in a variety of disciplines.

OCCUPATIONAL HEALTH & SAFETY

Council is committed to the Occupational Health and Safety Act and associated legislation to comply with all relevant aspects of workplace accident prevention, hazard control and removal, injury and protection and health preservation to ensure the health, welfare and safety of Council employees, contractors and the public.

An agreed consultative process has been established for all safety issues for the organisation and the following actions are in place to continue Council's commitment to OH&S:

- Development, implementation and review of safety management systems addressing all mandatory requirements;
- monitoring of workers' compensation statistics to identify problem areas and track Council's progress in preventing work-related injuries and illness;
- provision of appropriate and relevant health and safety training in accordance with the corporate training plan;
- provision of appropriate support services to all employees including Return to Work, Employee Assistance Program, immunisation programs and other health screening programs

S.428(2)(n) - Equal Employment Opportunity (EEO) Activities

Council will continue to build on the principles of EEO, encouraging ethical behaviour and increasing awareness amongst its employees of both the Code of Conduct and public duty principles.

Council has adopted a new draft EEO Protocol and EEO Management plan to replace the former EEO policy. The protocol and plan incorporates the EEO committee into the broader Staff Consultative Committee. EEO Contact (& Protected Disclosure) Officers have been appointed and trained to assist in addressing EEO issues at the most local level possible. Contact officer may also assist employee wishing to make protected disclosures.

The Equal Employment Opportunity Management Plan seeks to achieve the objects of the Act. These objects are:

- to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital status and physical impairment in councils; and
- to promote equal employment opportunity for women, members of racial minorities and physically handicapped persons in councils.

Council currently has an EEO management plan (2006-2009) which works to ensure that all current and future staff are given equal opportunities when they apply for employment, promotion or training. Council continues to provide opportunity employment opportunities for indigenous Australians through targeted positions and participation on employment support schemes.

Council has put in place protocols to ensure that discriminatory practices are removed from its personnel, recruitment and training procedures. All staff will be selected on their merits.

As at 30.06.08 Council had a total of 553 staff (including casuals) and employs staff under its Enterprise Agreement, Senior Staff Contracts and the Community Support Staff NAPSA (formerly the Miscellaneous Workers Home Care Industry (State) Award).

S.428(2)(o) - External bodies Exercising Delegated Functions

The following bodies exercised delegated functions in the financial year 2007/2008:

- Calliope Community Reserve and Hall Management Committee
- Caramana Park Management Committee
- James Cartmill Park Management Committee
- Clarence Coast Cultural Committee (Lower Valley)

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- Clarence Valley Transport s355 Committee
- Coaldale/Barretts Creek Community Centre Committee
- Coutts Crossing Tidy Towns Committee
- Cowans Pond Reserve Management Committee
- Dundurrabin Community Centre Management Committee
- Eatonsville Reserve Management Committee
- Ewingar/South Tabulum Community Hall Committee
- Grafton and District Access Committee
- Grafton Sesquicentenary Celebrations Committee
- Iluka Hall Committee
- Iluka Sportsground Management Committee
- Jackadgery Hall Management Committee
- Lawrence Parks and Reserves Management Committee
- Lower Clarence Access Committee
- Lower Clarence Sports Council
- Newton Boyd Reserve Management Committee
- Nymboida Hall Management Committee
- Oyster Cove Foreshore Management Committee
- Sandon to Wooli Community Nursery Management Committee
- Small Park (Ulmarra) Management Committee
- South Grafton Aerodrome Management Committee
- Southgate Community Centre Management Committee
- Swan Creek Flood Mitigation and Water Users Association
- Swan Creek Hall Management Committee
- Towallum Park Management Committee
- Tucabia Community Hall Management Committee
- Tullymorgan Reserve Management Committee
- Wherrett Park Sports centre Fundraising Committee
- Wooli Hall Management Committee
- Wooli Recreation Ground Management Committee
- Wooloweyah Parks and Reserves Management Committee
- Yamba Skatepark Committee

The following external bodies exercised the following Council functions in the financial year 2007/2008:

- North West Weight of Loads Group - Inspection of motor vehicles and the policing of overloading.
- Braunstone Social & Sporting Club - Management of Braunstone Hall and Reserve
- Clarence Regional Tourist Authority - Promotion of tourism in the Clarence Valley

S.428(2)(p) - Controlling Interest in Companies

Council did not hold a controlling interest in any companies in 2007/2008.

S.428(2)(q) - Partnerships, Cooperatives and Other Joint Ventures

Council was a party to the following partnerships, co-operatives or joint ventures during the 2007/2008 financial year:

1. Clarence River Tourist Association: providing tourist services.
2. Newlog: setting & policing vehicle weights on Shire roads.
3. Statewide Mutual: a self-insurance mutual providing public liability and professional indemnity cover for Council.
4. Statewide Property Mutual: a self-insurance mutual providing property insurance for Council.
5. StateCover: a self insurance mutual providing workers compensation insurance for Council.

For further financial details on Controlled Entities, Associated Entities & Interests in Joint Ventures, refer to pages 76 to 78 of the Clarence Valley Council General Purpose Financial Report 2008.

Clauses 217-226 - Local Government (General) Regulation 2005

Clause 217(1)(c) - Services and programs that provide for the needs of children

The past year saw Council researching and responding to the need for improved services for children and young people across the council area.

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The following activities were undertaken to develop and promote services and programs to youth:

- The Clarence Valley Youth Interagency met monthly throughout the Financial Year 2007/2008 (11 meetings).
- Council's two Youth Advisory Committee's met monthly (school holidays excluded) to develop a program of youth activities and events and provide input into Council's planning for youth.
- Summer Youth Events Program – YAC's developed an inclusive program of events, activities and workshops which would appeal to a wide range of young people. The Summer Youth Events Program was expanded to include Grafton and delivered two skate and BMX competitions, a beach party, a youth band night, spaghetti circus workshops, hip hop dance and music production workshops and performance, pool party and belly dance workshops. All activities were low cost or no cost to encourage participation.
- Youth Week 2008 was held at Maclean Showground and included drumming and African dance workshops, youth bands, bungee ride, art classes, a cake decoration competition, a health promotion competition and chill out zone.
- Council's Community Development Officer (Youth) was involved as a member of the Steering Committees for both the Nungera Aboriginal Youth Worker position and Street Cruise.
- Council developed a partnership with the Department of Sport & Recreation, Ngaru Village and the Nungera Cooperative Society to host an indigenous surf clinic.
- Council provided financial and in-kind support to a number of NGOs working with young people across the Clarence Valley including the Discovery Ministry SHINE program.

Clause 217(1)(d) - Competitive Neutrality

Council has adopted the principle of 'Competitive Neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 Government Policy Statement on the 'Application of National Competition Policy to Local Government'. The 'Pricing and Costing of Council Business – A Guide to Competitive Neutrality' issued by the Department of Local Government in July 1997 has also been adopted by Council. In addition, the Department of Energy, Utilities and Sustainability's May 2004 Guidelines 'Best Practice Management of Water Supply and Sewerage' include specific requirements relation to the calculation and payment of 'dividends' by the sewerage business unit.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provided a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, council subsidies, return on investment (rate of return) and dividends paid.

In accordance with the 'Pricing and Costing of Council Business – A Guide to Competitive Neutrality', Council has declared that the following are business activities:

CATEGORY 1 BUSINESS ACTIVITES	DESCRIPTION
CVC Sewerage Service	Supply of sewerage services
CVC Water Supply	Supply of water Supply
CVC as trust manager of Clarence Coast Reserve Trust – caravan parks	Supply of Accommodation & Camping Services
CATEGORY 2 BUSINESS ACTIVITIES	DESCRIPTION
Clarence Valley Council Real Estate Development	Development of residential & industrial land

Council has in place a complaints handling mechanism for handling competitive neutrality complaints. No such complaints were received during 2007/08.

A summary of expenses, revenues and assets in relation to Council's Category 1 businesses can be found in the General Purpose Financial Report for the year ended 30 June 2008.

A comparison of the performance of these businesses during 2007/08 can be found in the section of that Report titled 'Performance in Terms of Principal Activities'.

Clause 217(2) and Clauses 218-226

This information has been presented separately in the Clarence Valley Council State of the Environment Report for the year ended 30 June 2008.

Clause 132 - Details of written off rates and charges

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Rates and charges written off in the financial year 2007/2008:

Small balance write-off	\$2,487.34
Interest write off	\$4,697.88
Postponed write off	\$56,853.54
Conservation agreements	\$4,591.65
Pensioner abandonments	\$981,505.04 *
20% Farmland rate limit	\$0
Total:	\$1,050,135.45

* Eligible pensioners have been issued with a pension card by Centrelink or the Department of Veteran's Affairs. This amount does not include the 55% DLG subsidy

Freedom of Information (FOI) Act 1989 – S.68 CL.10

Under the Freedom of Information Act Clarence Valley Council is required to report on Freedom of Information (FOI) activities.

FOI requests received during 2007/2008 had minimal impact on Council's activities and policies and there were no reportable major issues arising out of Council's compliance with the FOI requirements. No appeals against FOI determinations were made to the Ombudsman, Administrative Appeals Tribunal or Supreme Court during the reporting period.

A breakdown of FOI applications and processing is provided below within the format & requirements expressed by the NSW Ombudsman as published in the NSW FOI Manual 2007, Appendix B.

SECTION A. NEW FOI APPLICATIONS

FOI REQUESTS	NUMBER OF FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
A1 New	0	0	6	3	6	3
A2 Brought forward	0	0	0	0	0	0
A3 Total processed	0	0	6	3	6	3
A4 Completed	0	0	6	3	6	3
A5 Withdrawn	0	0	0	0	0	0
A6 Total Processed	0	0	6	3	6	3
A7 Unfinished	0	0	0	0	0	0

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SECTION B. DISCONTINUED APPLICATIONS

WHY WERE FOI APPLICATIONS DISCONTINUED?	NUMBER OF <u>DISCONTINUED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
B1 Request transferred out to another agency (s.20)	0	0	0	0	0	0
B2 Applicant withdrew request	0	0	0	0	0	0
B3 Applicant failed to pay advance deposit (s.22)	0	0	0	0	0	0
B4 Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))	0	0	0	0	0	0
B5 Total Discontinued	0	0	0	0	0	0

SECTION C – COMPLETED APPLICATIONS

WHAT HAPPENED TO COMPLETED APPLICATIONS?	NUMBER OF <u>COMPLETED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
C1 Granted or otherwise available in full	0	0	1	2	1	2
C2 Granted or otherwise available in part	0	0	5	1	5	1
C3 Refused	0	0	0	0	0	0
C4 No documents held	0	0	0	0	0	0
C5 Total completed	0	0	6	3	6	3

SECTION D. APPLICATIONS GRANTED OR OTHERWISE AVAILABLE IN FULL

HOW WERE THE DOCUMENTS MADE AVAILABLE TO THE APPLICANT?	NUMBER OF FOI APPLICATIONS (GRANTED OR OTHERWISE AVAILABLE IN FULL)					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
All documents requested were:		0		1		1
D1 Provided to the applicant	0		1		1	
D2 Provided to the applicant's medical practitioner	0	0	0	0	0	0
D3 Available for inspection	0	0	0	1	0	1
D4 Available for purchase	0	0	0	0	0	0
D5 Library material	0	0	0	0	0	0
D6 Subject to deferred access	0	0	0	0	0	0
D7 Available by a combination of any of the reasons listed in D1 - D6 above	0	0	0	0	0	0
D8 Total granted or otherwise available in full	0	0	1	2	1	2

SECTION E. APPLICATION GRANTED OR OTHERWISE AVAILABLE IN PART

HOW WERE THE DOCUMENTS MADE AVAILABLE TO THE APPLICANT?	NUMBER OF FOI APPLICATIONS (GRANTED OR OTHERWISE AVAILABLE IN PART)					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
Documents made available were:		0		1		1
E1 Provided to the applicant	0		5		5	
E2 Provided to the applicant's medical practitioner	0	0	0	0	0	0
E3 Available for inspection	0	0	0	0	0	0
E4 Available for purchase	0	0	0	0	0	0
E5 Library material	0	0	0	0	0	0
E6 Subject to deferred access	0	0	0	0	0	0
E7 Available by a combination of any of the reasons listed in E1 - E6 above	0	0	0	0	0	0
E8 Total granted or otherwise available in part	5	0	5	1	5	1

SECTION F. REFUSED FOI APPLICATIONS

WHY WAS ACCESS TO THE DOCUMENTS REFUSED?	NUMBER OF <u>REFUSED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
F1 Exempt	0	0	0	0	0	0
F2 Deemed refused	0	0	0	0	0	0
F3 Total refused	0	0	0	0	0	0

SECTION G. EXEMPT DOCUMENTS

WHY WERE THE DOCUMENTS CLASSIFIED AS EXEMPT?	NUMBER OF FOI APPLICATIONS (REFUSED OR ACCESS GRANTED OR OTHERWISE AVAILABLE IN PART ONLY)					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
Restricted documents:		0		0		0
G1 Cabinet documents (Clause 1)	0		0		0	
G2 Executive Council documents (Clause 2)	0	0	0	0	0	0
G3 Documents affecting law enforcement & public safety	0	0	0	0	0	0
G4 Documents affecting counter terrorism measures (Clause 4A)	0	0	0	0	0	0
Documents requiring consultation:						
G5 Documents affecting intergovernmental relations (Clause 5)	0	0	0	0	0	0
G6 Documents affecting personal affairs (Clause 7)	0	0	0	1	0	1
G8 Documents affecting the conduct of research (Clause 8)	0	0	0	0	0	0
Documents otherwise exempt:		0		0		0
G9 Schedule 2 exempt agency						
G10 Documents containing information confidential to Olympic Committees (Clause 22)	0	0	0	0	0	0
G11 Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	0	0	0	0	0	0
G12 Documents relating to threatened species conservation (Clause 24)	0	0	0	0	0	0
G13 Plans of management containing information of Aboriginal significance (Clause 25)	0	0	0	0	0	0
G14 Private documents in public library collections (Clause 19)	0	0	0	0	0	0
G15 Documents relating to judicial functions (Clause 1)	0	0	0	0	0	0
G16 Documents subject to contempt (Clause 17)	0	0	0	0	0	0
G17 Documents arising out of companies and securities legislation (Clause 18)	0	0	0	0	0	0
G18 Exempt documents under Interstate FOI Legislation (Clause 21)	0	0	0	0	0	0
G19 Documents subject to legal professional privilege (Clause 10)	0	0	0	0	0	0
G20 Documents containing confidential material (Clause 13)	0	0	0	0	0	0
G21 Documents subject to secrecy provisions (Clause 12)	0	0	0	0	0	0

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G22 Documents affecting the economy of the State (Clause 14)	0	0	0	0	0	0
G23 Documents affecting financial or property interests of the State or an agency (Clause 15)	0	0	0	0	0	0
G24 Documents concerning the operations of agencies (Clause 16)	0	0	0	0	0	0
G25 Internal working documents (Clause9)	0	0	0	0	0	0
G26 Other exemptions	0	0	0	0	0	0
G27 Total applications including exempt documents	0	0	0	1	0	1

SECTION H. MINISTERIAL CERTIFICATES (S.59) - NIL

HOW MANY MINISTERIAL CERTIFICATES WERE ISSUED?	NUMBER OF MINISTERIAL CERTIFICATES	
	previous year	current year
H1 Ministerial Certificates Issued	0	0

SECTION I. FORMAL CONSULTATIONS

HOW MANY FORMAL CONSULTATIONS WERE CONDUCTED?	NUMBER	
	previous year	current year
I1 Number of applications requiring formal consultation	0	1
I2 Number of persons formally consulted	0	2

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SECTION J. AMENDMENT OF PERSONAL RECORDS

HOW MANY APPLICATIONS FOR AMENDMENT OF PERSONAL RECORDS WERE AGREED OR REFUSED?	NUMBER OF APPLICATIONS FOR AMENDMENT OF PERSONAL RECORDS	
	previous year	current year
J1 Agreed in full	0	0
J2 Agreed in part	0	0
J3 Refused	0	0
J4 Total	0	0

SECTION K – NOTATION OF PERSONAL RECORDS

HOW MANY APPLICATIONS FOR NOTATION OF PERSONAL RECORDS WERE MADE (s.46)?	NUMBER OF APPLICATIONS FOR NOTATION	
	previous year	current year
K1 Applications for notation	0	0

SECTION L – FEES & COSTS

WHAT FEES WERE ASSESSED & RECEIVED FOR FOI APPLICATIONS PROCESSED (EXCLUDING APPLICATIONS TRANSFERRED OUT)?	ASSESSED COSTS		FEES RECEIVED	
	previous year	current year	previous year	current year
L1 All completed applications	\$690	\$90	\$690	\$90

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SECTION M - FEE DISCOUNTS

HOW MANY FEE WAIVERS OR DISCOUNTS WERE ALLOWED & WHY?	NUMBER OF FOI APPLICATIONS (WHERE FEES WERE WAIVED OR DISCOUNTED)					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
M1 Processing fees waived in full	0	0	0	0	0	0
M2 Public interest discounts	0	0	0	0	0	0
M3 Financial hardship discounts - pensioner or child	0	0	0	1	0	1
M4 Financial hardship discounts - non profit organization	0	0	0	0	0	0
M5 Total	0	0	0	1	0	1

SECTION N – FEE REFUNDS

HOW MANY FEE REFUNDS WERE GRANTED AS A RESULT OF SIGNIFICANT CORRECTION OF PERSONAL RECORDS?	NUMBER OF REFUNDS	
	previous year	current year
N1 Number of fee refunds granted as a result of significant correction of personal records	0	0

SECTION O – DAYS TAKEN TO COMPLETE REQUEST

HOW LONG DID IT TAKE TO PROCESS COMPLETED APPLICATIONS? (NOTE: CALENDAR DAYS)	NUMBER OF <u>COMPLETED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
O1 0-21 days - statutory determination period	0	0	6	2	6	2
O2 22-35 days - extended statutory determination period for consultation or retrieval of archived records (S.59B)	0	0	0	1	0	1
O3 Over 21 days - deemed refusal where no extended determination period applies	0	0	0	0	0	0
O4 Over 35 Days - deemed refusal where extended determination period applies	0	0	0	0	0	0
O5 Total	0	0	6	3	6	3

SECTION P – PROCESSING TIME: HOURS

HOW LONG DID IT TAKE TO PROCESS COMPLETED APPLICATIONS?	NUMBER OF <u>COMPLETED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	previous year	current year	previous year	current year	previous year	current year
P1 0-10 hours	0	0	6	3	6	3
P2 11-20 hours	0	0	0	0	0	0
P3 21-40 hours	0	0	0	0	0	0
P4 Over 40 hours	0	0	0	0	0	0
P5 Total	0	0	6	3	6	3

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SECTION Q – NUMBER OF REVIEWS

HOW MANY REVIEWS WERE FINALIZED?	NUMBER OF COMPLETED REVIEWS	
	previous year	current year
Q1 Internal reviews	0	0
Q2 Ombudsman reviews	0	0
Q3 ADT reviews	0	0

SECTION R – RESULTS OF INTERNAL REVIEWS

GROUNDS ON WHICH THE INTERNAL REVIEW WAS REQUESTED	NUMBER OF INTERNAL REVIEWS					
	PERSONAL		OTHER		TOTAL	
	Original Agency Decision Upheld	Original Agency Decision Varied	Original Agency Decision Upheld	Original Agency Decision Varied	Original Agency Decision Upheld	Original Agency Decision Varied
R1 Access refused	0	0	0	0	0	0
R2 Access deferred	0	0	0	0	0	0
R3 Exempt matter deleted from documents	0	0	0	0	0	0
R4 Unreasonable charges	0	0	0	0	0	0
R5 Failure to consult with third parties	0	0	0	0	0	0
R6 Third party's' views disregarded	0	0	0	0	0	0
R7 Amendment of personal records refused	0	0	0	0	0	0
R8 Total	0	0	0	0	0	0

Privacy & Personal Information Protection Act 1998

S.33 – Statement on Compliance

During 2007/8 Council reviewed its Privacy Management Plan and adopted a revised Plan. During the year Council received no requests for access under s.14 of the Act for access to personal information held by Council.

Environmental Planning and Assessment Act 1979

S.93G(5) - Particulars of compliance

The following planning agreements, entered into by Council as provided by Section 93F of the Environmental Planning and Assessment Act 1979, were in force during the year:

Developer	Project	Summary of Planning Agreement	Status
Dent Timber Pty Ltd	Upgrade of intersection	<ul style="list-style-type: none">Provision of percentage of costs	<ul style="list-style-type: none">Completed
Blue Dolphin Development Joint Venture (Mariner Land Limited and Others) –	Development of land. Lots 1 & 2 DP 706628, Yamba Road, Yamba.	<ul style="list-style-type: none">Provision of public access through the development to Yamba Bay.Works relating to improvements & erosion control on the Yamba Bay Foreshore Reserve.Contribution totalling \$300,000 towards a youth facility in Yamba.	<ul style="list-style-type: none">Not completed

Schedule A - s428(2)(f) - Mayoral and Councillor Expenses and Policy

Council's policy on the provision of facilities for us by councillors and the payment of councillor expenses:

1. Purpose

The purpose of the policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by Councillors. The policy also ensures that the facilities provided to assist Councillors to carry out their civic duties are reasonable.

2. Relevant legislation

Local Government Act

Section 252 of the Local Government Act outlines allowable expenses for Councillors. In essence, it states that Councillors are not to be out of pocket through representing Council in accordance with their functions of Civic Office in attending:

- (a) Council and Committee meetings
- (b) Attending Council organised inspections
- (c) Seminars / Workshops (as approved by Council)
- (d) Conferences (as approved by Council)
- (e) Formal or social functions (as approved by Council)
- (f) Utilising facilities such as vehicles and / or materials.

Section 253 specifies actions that Council must undertake before a policy concerning expenses and facilities can be adopted or amended.

Section 254 requires that a part of a council or committee meeting which considers the adopting or amending of Council's Councillor Expenses Policy must not be closed to the public.

Section 12 provides that the public be able to inspect both Council's current Policy on Councillor Expenses and the immediately preceding one at no expense.

Section 23A provides that Council should take into consideration any relevant guidelines issues by the Department of Local Government prior to exercising any of its functions.

Section 428(2)(f) requires Council to report, in its Annual Report, on certain fees and expenses paid to Councillors during the relevant year.

Local Government (General) Regulations

Clause 217 lists additional information that councils are required to include in their Annual Reports regarding payments to Councillors for overseas trips

Clause 403 sets out certain allowances and facilities that councils should not make available to Councillors.

3. Legislative requirements

- (1) Council is required to adopt a Policy on Councillor Expenses and the Provision of Facilities to Councillors by 30 November in each year (LGA s.252).
- (2) Prior to adopting, or amending, the policy, Council must give 28 days public notice of it and invite submissions on it during that period (although Council need not give notice of an amendment that, in the opinion of Council, is not substantial) – LGA s.253.
- (3) Within 28 days of adopting the policy or an amendment to it, Council is required to forward a copy of it to the Department of Local Government together with:
 - (a) all submissions received in relation to it,
 - (b) Council's response to those submissions and its reasons for that response, and
 - (c) a copy of the public notice referred to in (2) above (LGA s.253).
- (4) Council must ensure that any consideration of the draft policy or any proposed amendment to it is conducted in an open council meeting (LGA s.254).

4. Other Government policy provisions

Department of Local Government Guidelines for the payment of expenses and the provision of facilities to Mayors and Councillors (Circular no. 06-57)

Department of Local Government **circular 05/08** *Legal assistance for Councillors and council employees.*

Department of Local Government **circular 02/34** *Unauthorised use of council resources*

Model Code of Conduct for Councils in NSW – clauses 9.14 and 9.16 – 9.19

ICAC Publication – *No Excuse for Misuse, preventing the misuse of Council resources.*

5. Payment of Expenses

Council will, subject to this policy, either pay, or reimburse Councillors, for the following expenses incurred by Councillors while on approved Council business:

5.1 Travel

As noted in clause 6.1 below, wherever practicable, Councillors will be provided with a Council vehicle for travel while on official business.

Where this is not practicable, Councillors may travel in their own vehicle while on official business (this includes Council and Committee meetings, formal or social functions whilst representing Council, consultations with the Mayor, General Manager or staff, or other meetings involving the community where attendance is approved by the Mayor) and Council will reimburse Councillors for such travel at the per business kilometre rate set by the Australian Taxation Office.

Where the meeting, function or activity is within the CVC boundary, reimbursement shall be on the basis of the distance from the Councillor's principal place of residence (if it is within the CVC boundary) to the venue or, if the Councillor resides outside the CVC boundary, from the CVC boundary to the venue.

Where the Councillor uses his/her own vehicle to travel to an approved function that is outside the CVC boundary, then Council's reimbursement will be based on the total distance travelled from residence to venue and return if the Councillor resides within the CVC boundary. If the Councillor does not reside within the CVC boundary, then Council will reimburse the distance either

- (i) from the Councillor's residence to the venue, or
- (ii) from the CVC boundary closest to the Councillor's residence to the venue,

whichever is the lesser.

Claims for the above expenses only require the submission of a claim form detailing date, distance and reason for journey/s. Claims to be submitted monthly.

- All travel by Councillors which involves an overnight stay of one or two nights must be authorised in advance by the Mayor or General Manager.
- All travel by Councillors which involves an overnight stay of more than two nights must be authorised in advance by the Council.

Where travel for Council business or approved activities outside of the local government area is to be undertaken – arrangements for both travel and accommodation must be made through the Mayor's office and will be by the most practical method. All travel will be by economy class. Council will reimburse the cost of travelling by taxi from the airport/station to the appointment/venue.

5.2 Accommodation

Councillors will be reimbursed up to the following amounts for accommodation while absent from the Clarence Valley on approved Council business (all amounts are exclusive of GST):

\$220.00/night in a capital city

\$170.50/night elsewhere

Expenses will be reimbursed on production of the relevant receipts together with an approved claim form.

5.3 Meals

Whenever a Councillor is attending to Council business spanning normal meal times, they are entitled to reimbursement for meals up to a maximum of:

Breakfast \$25.00

Lunch \$25.00

Dinner \$38.20

Council may, at its option, provide Councillors with meals in these circumstances.

5.4 Care and other related expenses

- (a) Council will reimburse child care expenses for a Councillor with one or more children under the age of fifteen for services required during the carrying out of official duties and upon request by the Councillor, subject to the following:
 - (i) reimbursement will only apply for professional child care services,
 - (ii) Councillors will need to produce a tax invoice for any claims, and
 - (iii) any reimbursement will be capped at \$5.20 per child per hour.
- (b) Should a Councillor, because of a disability, require:
 - (i) physical aids, or
 - (ii) the assistance of a carer

to undertake their council business, then Council shall, in consultation with them, determine the extent of their needs and make provision for those needs in this policy.

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5.5 Conference fees and training expenses

Council will pay/reimburse Councillors for registration fees related to any conferences which Councillors attend in accordance with Council's Policy on Councillor Attendance at Conferences.

Council will also pay the registration fees for any training that Councillors may attend provided that such training is directly related to the Councillors' civic functions and responsibilities and is approved by either the General Manager or the Council.

5.6 Insurances

Council will ensure that its public liability/professional indemnity insurance and its Personal Injury insurance extends to cover Councillors in the course of their civic duties or the exercise of their council functions.

5.7 Legal Services

In the event of:

- (1) any inquiry, investigation or hearing by any public authority or body or any tribunal into the conduct of a councillor, or
- (2) legal proceedings being taken against a councillor,

arising out of or in connection with the Councillor's performance in good faith of his or her civic duties or exercise of his or her functions as a councillor, Council shall reimburse such councillor after the conclusion of the inquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the inquiry, investigation, hearing or proceeding, on a solicitor/client basis (but shall not reimburse any Councillor for any costs incurred by Senior Counsel), provided that:

- (a) the amount of such reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Councillor on any basis; and
- (b) that the inquiry, investigation, hearing or proceeding results in a finding substantially favourable to the councillor.

5.8 Overseas travel

As a general rule, Council will not provide funds for overseas travel by Councillors.

Should a Councillor consider that an overseas trip will result in direct and tangible benefits for Council and the Clarence Valley, then that Councillor should submit a proposal to the General Manager that includes details of the purpose of the trip, the expected benefits, the cost, itinerary and duration. The General Manager shall include that proposal in the council business papers.

5.9 Payment/reimbursement of expenses for spouses and partners

- (1) Council will pay/reimburse the bona fide direct expenses incurred by the Mayor or a Councillor on behalf of their accompanying spouse or partner:
 - (a) where the Mayor is attending an official function or event,
 - (b) where the Councillor is representing the Mayor at a function or event, or
 - (c) at the annual dinner held by Council for the Mayor and Councillors.
- (2) Council will not pay or reimburse any expenses incurred by the Mayor or a Councillor on behalf of their spouse or partner in the course of attending:
 - (a) an engagement or event outside the Council boundaries, or
 - (b) any conferences or seminars.

5.10 Incidental expenses

Council shall reimburse the reasonable out-of-pocket expenses of Councillors associated with attending conferences, seminars or training courses upon production of receipts. These expenses may include telephone or fax calls, internet charges, laundry and dry cleaning and parking fees.

Council will reimburse such expenses up to a maximum of \$31.20 per day.

6. Provision of Facilities

Council will provide Councillors with the following facilities to assist them in carrying out their duties as Councillors of Clarence Valley Council:

6.1 Council vehicles

For Councillors engaged in Council business, group inspections or travel beyond the Council boundaries, Council will, whenever practical and as determined by the General Manager, provide them with a Council vehicle.

Councillors using a Council vehicle on Council business shall be responsible for all parking and traffic fines that may be incurred by the vehicle while being used by them.

6.2 Stationery

Council shall provide Councillors with stationery, including but not limited to writing pads, pens, diaries, folders, computer paper and fax and printer consumables to a maximum value of \$156.00 per Councillor per year.

6.3 Facsimile machine or modem

Council will supply each Councillor with either a facsimile machine or a modem (as determined by the Councillor), together with an answering machine.

6.4 Telephone line rental

Council will install a telephone line in Councillor's residences and provide a fax machine for Councillors to use for Council business. Council will pay the line rental costs together with costs for all calls on that line up to a maximum of \$78.00 per Councillor per month.

6.5 Reimbursement for mobile phone call

Upon production of the relevant invoices, Council will reimburse Councillors for calls relating to Council business on their private mobile phones to a maximum of \$52.00 per month per Councillor.

6.6 Laptop computer, printer and broadband internet connection

Upon request, Council will supply each Councillor with a laptop computer and a printer to assist them with better communication and administration.

Council will, where possible, install an ADSL internet connection to the home of each Councillor. The costs relating to that connection fee shall be paid by Council. If a Councillor either wishes to install his/her own internet connection or does not have access to ADSL but only to a dialup connection, then Council shall reimburse their internet connection costs up to a maximum of \$31.00 per month, being the cost to Council of providing an ADSL connection.

6.7 Facilities available in Council offices

Council will provide Councillors with the following facilities at 2 Prince St Grafton:

- (a) Shared office space with phone, desk, and chair
- (b) Interview room for undertaking community consultation
- (c) Refreshments.

6.8 Additional facilities provided for the Mayor

Council will provide the Mayor with:

- (a) a vehicle for use on Council business. The Mayor will have no right of private use of this vehicle,
- (b) an office in Council's administration buildings in Grafton and Maclean,
- (c) an annual Civic Allowance, the amount of which is to be determined each year by Council, such allowance to be retained by Council and only drawn upon by the Mayor to make provision for his office and while acting on Council business,
- (d) Mayoral regalia in the form of a collarette and a drop featuring the Council logo, and
- (e) a mobile phone for calls on Council business to a maximum of \$156/month.

7. Maintenance and return of facilities and equipment by Councillors

Councillors are issued with the equipment listed in this policy on the basis that they agree to keep it in good condition while it is in their care and to promptly return it to Council either on request or when they cease to hold office.

8. Allowances

8.1 Councillors will determine their allowances each year in open Council. Such allowances will be within the limits set for Clarence Valley Council councillors by the Remunerations Tribunal.

8.2 The Mayor may, at the meeting at which Councillors determine their allowances, indicate what proportion, if any, of his/her allowance will be paid to the Deputy Mayor during the coming year.

9. Reimbursement of expenses

- (1) Council will **not** reimburse any expenses:
 - (a) unless a receipt is produced and such claims are in accordance with the requirements of this policy, or
 - (b) that were incurred more than 6 months prior to the date on which reimbursement is sought.
- (2) Councillors are to submit all claims for reimbursement, including all travel expenses, on a monthly basis and these will be paid with their monthly allowance. All payments to Councillors will be via direct deposit to their nominated bank account.
- (c) If a cash advance has been made to a Councillor then, within 3 months of the date of that cash advance, the Councillor shall produce the relevant receipts to Council by way of reconciliation and
 - (a) if the receipts exceed the cash advance, Council will reimburse the Councillor for the difference, or
 - (b) if the amount of the cash advance exceeds the value of the receipts, then the Councillor shall repay the difference to Council.

10. Expenses that will not be approved

- (1) Council will not meet any expenses for alcohol, cigarettes or personal requirements.
- (2) Council will not fully fund any activity where the Councillor is not in attendance for at least 90% of the specified activity. Other than in the most exceptional circumstances, where Councillor's expenses have been met by Council but the Councillor does not attend at least 90% of the activity, that Councillor will be required to show cause why they should not reimburse Council for any costs incurred.

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- (3) Except as otherwise set out in this policy, Council will not reimburse Councillors for telephone expenses incurred in using their private/mobile phones for Council business. Phones are available for Councillors' use at both the Maclean and Grafton offices of Council.

11. **Attachments**

Claim forms:

1. Travel claim – use of private vehicle

Schedule B - S.428(2)(b) - Performance of Principal Activities

1. Governance Activities

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
Communications Strategy	<ul style="list-style-type: none"> Complete review of external and internal Communications Protocol. 	GOV	<ul style="list-style-type: none"> By September 2007 – submit protocol for adoption by GM 	<ul style="list-style-type: none"> Combined into a draft Communications and Consultation protocol.
	<ul style="list-style-type: none"> Improve community awareness of Council activities through effective media relations 	GM	<ul style="list-style-type: none"> By June 2008 - issue 200 media releases with an even organizational spread, 4 quarterly Community Newsletters and arrange 4 media events. 	<ul style="list-style-type: none"> 142 media releases issued to a range of media agencies. 4 Community newsletters completed and distributed.
	<ul style="list-style-type: none"> Complete development of Public Consultation and Community Engagement Protocol. 	GOV	<ul style="list-style-type: none"> By September 2007 – develop protocol for adoption by GM. By October 2007 – complete evaluation of 2006-07 program By June 2008 – complete 8 tours to outlying communities, attracting attendance by 600. 	<ul style="list-style-type: none"> Draft Communications and Consultation protocol developed for internal consultation. Delayed due to restructuring. 4 tours undertaken to 30/6/08 – total attendance approx. 260.
Management Performance Strategy (as per employment contracts)	<ul style="list-style-type: none"> Complete GM and Deputy GMs; performance review arrangements. 	GM	<ul style="list-style-type: none"> By July 2007 – contract performance agreements for Deputy GMs in place. By August 2007 – complete GM's annual review. By January 2008 – complete monitoring reviews of Deputy GM's performance. By February 2008 – complete monitoring review of the GM's performance. 	<ul style="list-style-type: none"> Completed Completed. Completed Completed

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
Risk Management Strategy	<ul style="list-style-type: none"> Establish and Internal Audit program, to deliver planned systems and procedural reviews – based on Department of Local Government Better Practice Checklist, external audit reports, incident reports etc. 	GOV	<ul style="list-style-type: none"> By August 2007 – develop a prioritised internal audit plan for adoption by GM. 	<ul style="list-style-type: none"> Internal audits carried out on recording of staff leave, cash handling and the charging and recording of s.94/64 contributions
Community Strategic Plan	<ul style="list-style-type: none"> Respond to Department of Local Government Planning and Report Position Paper (11/2006) 	GM	<ul style="list-style-type: none"> By July 2007 – review administrative and financial systems for Department Local Government recommended Community Strategic Plan (10 years) incorporating Delivery Plan (4 years) – if adopted by Minister. By July 2007 – review administrative and financial systems for Department Local Government recommended annual operational plan – if adopted by Minister. 	<ul style="list-style-type: none"> Adopted July 08 Anticipated that a 10 year financial plan will be incorporated in 08/09 Management Plan.
Human Resources Strategy	<ul style="list-style-type: none"> Implement Enterprise Agreement & Salary System. Commence negotiations over enterprise agreement to replace Council NAPSA (formerly Miscellaneous Workers HCI Award) covering Community Services Field Staff Facilitate staffing of adopted organisation structure Develop Corporate Training Plan Complete implementation of Occupational Health & Safety Management System. 	<p>HR</p> <p>HR</p> <p>HR</p> <p>HR</p> <p>HR</p>	<ul style="list-style-type: none"> Progressively develop & apply position competencies in accordance with agreed salary system – June 08 and beyond. Negotiations commenced by Nov 2007. Significant progress completed by May 2008 Undertake internal & external recruitment as required in response to vacancies arising and changes in the organisational structure. Plan developed and in place by August 2007. Final elements of System in place by June 08 and review procedures under development 	<ul style="list-style-type: none"> Competencies progressively being developed and submitted for consultation. Implementation and assessments have commenced. Negotiations continue, significant progress on content achieved, matter of State vs Federal jurisdiction to be resolved. Recruitment continues as required in response to changes in organisational structure and arising out of staff turnover. Corporate training plan developed. Adopted at Executive meeting of 7 August 2007. 2008/09 Training plan in development. System in place, program of monitoring and review to be developed. 2008/09 audit submitted.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Develop HR Information Management System 	HR	<ul style="list-style-type: none"> Enact the program for implementation of HR information systems as recommend - March 2008 	<ul style="list-style-type: none"> Increasing utilization of HRIS features continues, Plan for stage two of HRIS to increase functionality due in 2008/09 fin year.
Governance Strategy	<ul style="list-style-type: none"> Conduct fraud and corruption awareness training for all staff 	GOV	<ul style="list-style-type: none"> Training conducted by 31/12/07 	<ul style="list-style-type: none"> Training for all staff undertaken in October and November 2007
	<ul style="list-style-type: none"> Review staff delegations to ensure completeness and consistency 	GOV	<ul style="list-style-type: none"> Staff delegations reviewed and consistent format developed by 30/6/08 	<ul style="list-style-type: none"> Delegations for most staff completed
Governance Strategy	<ul style="list-style-type: none"> Develop a Business Continuity Plan 	GOV	<ul style="list-style-type: none"> Business Continuity Plan developed by 31/12/07 	<ul style="list-style-type: none"> Business Continuity Plan adopted Feb '08
	<ul style="list-style-type: none"> Develop Records :Management procedures 	GOV / IT	<ul style="list-style-type: none"> Records Management Procedures developed by 30/6/08 	<ul style="list-style-type: none"> A review of current records processes and activities has been undertaken by an external body. A report highlighting proposed changes to our current processes has been submitted and is currently being evaluated. A DA working party is currently reviewing the DA procedure.
	<ul style="list-style-type: none"> Implement Councillors' attendance at conferences and seminars as a part of a training development program. 	GOV	<ul style="list-style-type: none"> By June 2008 – report on Councillors' training and development, including conference and seminar attendance, for notation by Council. 	<ul style="list-style-type: none"> Mayor Ian Tiley attended the Shires Association Division A Conference, the CLAIR Conference, the CPA Australia Local Government Conference, the Planning Institute of Australia National Congress, Floodplain Management Conference, LGMA Annual Forum, the Shires Association Conference and the National Roads & Transport Congress. Clrs Tiley and MacKenzie attended the Coastal Conference. Clrs McKenzie and Lloyd attended the Acid Sulphate Soils Conference. Clr Gulaptis attended the Councils as Information Guardians Workshop.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Consolidate new Groups in macro organisation structure. 	DGM C&C DGM E&E	<ul style="list-style-type: none"> By December 2007 – complete review of Groups’ resource needs. By March 2008 – identify Works Depot and Office Accommodation needs and locations. 	<ul style="list-style-type: none"> Report to November 2007 Council Meeting for information on status.
	<ul style="list-style-type: none"> Guide and monitor the development of organization-wide protocols, issues and programs 	DGM C&C	<ul style="list-style-type: none"> By June 2008 – have conducted regular twice-monthly meetings of Executive Officers’ Group. 	<ul style="list-style-type: none"> Meetings being conducted.
	<p><u>Community Engagement</u></p> <ul style="list-style-type: none"> Maintain and develop S355 and Advisory Committees/forums 	SH	<ul style="list-style-type: none"> Dates, number of meetings, reports to Council and key issues considered 	<ul style="list-style-type: none"> Strategies are being developed to monitor these issues. Grafton & LC Youth advisory committees met monthly and discussed summer events program for 07/08, evaluation of YACs, Yamba facilities, safe partying tips and youth health issues. The Transport committee met 16 August and considered Transport Information page for White Pages; Grafton ACE extensions; Sth Grafton Heights precinct; Wooli bikepath; Grafton Shopping world. The Grafton & the Lower Clarence Access Committees met July, August, September, October, November and a joint meeting was held in December. Issues considered were the draft PAMP; mobile advertising on footpaths policy and amendments; Standards for Accessible public transport; inaccessible business houses; King St & Pound St pedestrian crossings; Grafton Bridge footbridge accessibility; Yamba ferry pontoon, Yamba unit development, Iluka Community Health driveway lip; draft outdoor restaurant policy and identified numerous pedestrian hazards in Grafton, Maclean, Yamba and Iluka. CV Aboriginal Consultative Committee (CVACC) have not met due to lack of quorum.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				<ul style="list-style-type: none"> • Yamba Community Facilities Development committee met 1/8 and 10/10 and discussed alternative venues for payment of Council rates; extensions to building; conversion of quiet room to office; legal aid to provide monthly service; submission to Open Garden scheme; constitution and the Health Facilities Working group as a sub committee of the 355 committee; health facility for Yamba. • Crime Prevention Advisory Group met in Oct and Nov 2007 to finalise the Crime Prevention Plan and discuss priorities for 2008 • Crime Prevention Advisory Group continues to meet quarterly to discuss progress of Plan - meetings coincide with Police Accountability Community Team (PACT) meetings which are organised by the Police. • .Affordable Housing Advisory Committee met in Oct & Nov 2007, further developing potential housing projects and the idea of a housing trust. • Grafton Community Economic Development Committee continuing to meet quarterly. Progress on projects and implementation of CED Plan reported. • Grafton Sesquicentenary committee meeting on a monthly basis with Council's EDC attending. Many activities for 150 celebrations being planned. Grafton history book chapters 3 & 4 adopted. Street banner designed by Ken Done will be displayed during 2009.
	<u>Accountability</u>	SH	As per funding agreements Compliance with	• DoCS acquittal completed by due date 31

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Preparation and lodgement of acquittals and reports, including A&E Report 		funding agreements <ul style="list-style-type: none"> September 2007 (DOCS) January 2008 (Gallery) December 2007 (DADHC) CRL September 2007 (State Library) 	October. <ul style="list-style-type: none"> Social Plan A&E Report due 30 June 08
	<ul style="list-style-type: none"> Develop customer service policy 	IS	<ul style="list-style-type: none"> Complete draft policy by December 2007 	<ul style="list-style-type: none"> Draft Completed.
	<ul style="list-style-type: none"> Develop Enforcement & Prosecutions Policy 	DGM E&E	<ul style="list-style-type: none"> Complete draft policy by June 2008 	<ul style="list-style-type: none"> Research on options undertaken. To be developed in consultation with Governance section.
CVC Information Technology Strategy	<ul style="list-style-type: none"> Review IT Strategic Plan. 	IS	<ul style="list-style-type: none"> Plan reviewed by June 08. 	<ul style="list-style-type: none"> Review has commenced. Approximately 90% complete.
	<ul style="list-style-type: none"> Provide the organization with an efficient and effective information service. 	IS	<ul style="list-style-type: none"> Help desk response rates are found to be acceptable to staff on the basis of an annual survey. Web site and other e-services are meeting the needs of the community, based on an annual survey. Ensure CVC systems and data are secure from external hacking. Report annually on breaches. 	<ul style="list-style-type: none"> Survey running in April 2008. Survey running in April 2008. The report was conducted by Hitech Consultancy in March 2008. The report showed that Council's infrastructure was relatively secure and as a result no further action is required. A copy of the report has been forwarded to Governance and to the DGM C&C.
Clarence Valley Sustainability Initiative Adopted 2006	<ul style="list-style-type: none"> Develop CV Sustainability Action Plan 	DGM E&E	<ul style="list-style-type: none"> Complete action plan by June 2008 	<ul style="list-style-type: none"> Action plan in preparation. Linked to community based corporate strategic plan process.
	<ul style="list-style-type: none"> Assess Councils performance against Sustainability Health Check 	DGM E&E	<ul style="list-style-type: none"> Brief executive and undertake desktop health check by June 2008 	<ul style="list-style-type: none"> Report to Executive considered and internal staff management group being formed.
Infrastructure Strategy	<ul style="list-style-type: none"> Implement infrastructure management in accordance with the adopted Asset Management Policy and Strategy 	ASSETS	<ul style="list-style-type: none"> By September 2007 establish corporate Asset Management Team to develop integrated asset management systems and plans 	<ul style="list-style-type: none"> Asset management team is operational.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
			<ul style="list-style-type: none"> By November 2007 establish timeframe for development of key Asset Management Plans By June 2008 complete prioritized Asset Management Plans 	<ul style="list-style-type: none"> Timeframes done for most infrastructure assets or listed in CVC Management Plan (Assets, Operations, Floodplain). Draft Asset Management Plan completed for Council buildings and being circulated to Asset Mgt Committee members for review before adoption as template and completion as the AMP for buildings.
	<ul style="list-style-type: none"> Complete "Fair Value" revaluation of Council assets 	OPS / F&S	<ul style="list-style-type: none"> By October 2007 determine Fair Value methodology for Roads & Transport, Buildings, & Fleet assets 	<ul style="list-style-type: none"> Methodology for assessment and valuation of Roads and Transport assets generally complete. Council's auditor has also reviewed and accepted the approaches proposed for assessment and valuation.
			<ul style="list-style-type: none"> By April 2008 complete Fair Value revaluation for building and fleet assets 	<ul style="list-style-type: none"> Appointed Valuer to commence valuations week commencing 29th January 2008. Valuer anticipated to complete valuations by 31st May 2008 Staff have commenced stocktake of office equipment/furniture which includes labeling and taking photos of assets. Maclean based administrative offices complete. Office equipment/furniture stocktake anticipated to be completed by 31st May 2008
			<ul style="list-style-type: none"> By June 2008 complete Fair Value revaluation of Roads & Transport assets 	<ul style="list-style-type: none"> Collection and verification of Roads and Transport asset data commenced, including GPS location and condition data of assets. The majority of the data is now available on MapInfo and valuation of the assets will commence in the coming months.
Financial Management Strategy	<ul style="list-style-type: none"> Ensure compliance with Statutory Financial reporting requirements. Ensure that the Corporate Enterprise Solution 	F&S	<ul style="list-style-type: none"> Audited Statutory Financial Reports for 06/07 submitted to DLG and ABS by 7/11/ 07. 	<ul style="list-style-type: none"> Audited 2006/07 Financial Reports received by DLG 22/10/07. Submitted to Grants Commission 29/11/07.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<p>is meeting the organizations requirements.</p> <ul style="list-style-type: none"> Develop a 10 Year Forward Financial Plan. Implement Council's Strategic Asset Management Plan. 		<ul style="list-style-type: none"> Grants Commission Return submitted by November 07. Statutory Rating Return submitted to DLG by October 07. Budget Review Statements presented monthly to Department Managers and Quarterly to Council. Implement Ci version of Technology 1 by December 2007. Plan reviewed by May 08. Valuation of non current Council assets at 'fair value' will be completed as follows: <ul style="list-style-type: none"> Property, plant & equipment, land buildings and other structures – By 30th June 08 Roads, bridges, footpaths and drainage assets – by 30th June 2009. 	<ul style="list-style-type: none"> Statutory Rating Return completed and submitted to DLG 7th November 2007. 2007/08 September Quarter Budget Review reported to Council's November Meeting. 2007/08 December Quarter Budget Review reported to Council's February Meeting. 2007/08 March Quarter Budget Review reported to Council's February Meeting. Ci Version of Technology One Software successfully Implemented on "Go Live" date of 27th November 2007. Implementation of some components of HRIS to be finalized by 31st December 2008 10 Year Financial Plan based on adopted 2008/09 Budget to be reported to Council's August 2008 meeting. Appointed Valuer to commence valuations week commencing 29th January 2008. Valuer anticipated to complete valuations by 31st July 2008

2. ECOLOGY ACTIVITIES

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
Catchment /Environmental Management Strategy	<ul style="list-style-type: none"> Develop Storm water Management Strategy 	WC	<ul style="list-style-type: none"> Complete draft strategy by June 2008 	<ul style="list-style-type: none"> No progress during September, December, March or June reporting periods due to State Government issued draft Managing Urban Stormwater documents for comment in October.
	<ul style="list-style-type: none"> Implement the annual recreation water monitoring program 	DGM E&E	<ul style="list-style-type: none"> Sites sampled and monitored in accordance with the annual program & reported to Council quarterly. 	<ul style="list-style-type: none"> Program over summer period completed and being reported to May Ordinary meeting.
	<ul style="list-style-type: none"> Implement Council's On-site Wastewater Strategy 	DGM E&E	<ul style="list-style-type: none"> Undertake wastewater system audits in accordance with adopted program. 	<ul style="list-style-type: none"> Strategy being implemented with inspections undertaken in outer Grafton areas.
	<ul style="list-style-type: none"> Develop Lake Woolaweyah Management Plan 	DGM E&E	<ul style="list-style-type: none"> Engage consultant by December 2007 	<ul style="list-style-type: none"> Discussions held with DECC staff on options. Agreed to undertake condition assessment on Lake as first stage. Part time staff engaged to undertake work in consultation with DECC.
	<ul style="list-style-type: none"> Seek funding for implementation of actions under the Northern Rivers CMA Catchments Action Plan 	DGM E&E	<ul style="list-style-type: none"> Establish CMA linkages project & report projects to Council by December 2007 	<ul style="list-style-type: none"> Funding for projects being sought where possible. CMA funding likely to be reduced under Federal Caring for Country program. Other opportunities will arise as a result of change.
	<ul style="list-style-type: none"> Implement Clarence Estuary Management Plan 	DGM E&E	<ul style="list-style-type: none"> Complete Shallow Channel Opening project by June 2008 	<ul style="list-style-type: none"> Works commenced on site with by pass road base laid awaiting settlement. On track for construction.
	<ul style="list-style-type: none"> Regional Water Supply Strategy 	WC	<ul style="list-style-type: none"> Implement various components of the regional water supply strategy 	<ul style="list-style-type: none"> Construction program running ahead of schedule and within budget. Predicted completion of Shannon Storage December 2008. Regional Water Efficiency Strategy Review, 2007 placed on public exhibition during

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Protect environmental flows in the Nymboida and Orara Rivers 	WC	<ul style="list-style-type: none"> Comply with environmental flow requirements as related to extraction of water. 	<p>March quarter and adopted by Council in June quarter.</p> <ul style="list-style-type: none"> Nymboida River Flows have been high due to wet weather and minimum flow in river upstream so far is 250ML/day. Extractions to Karangi stopped for a short period early to mid-August.
Clarence Valley Biodiversity Strategy	<ul style="list-style-type: none"> Develop Biodiversity Strategy 	DGM E&E	<ul style="list-style-type: none"> Undertake data gap analyses and scoping plan by June 2008 	<ul style="list-style-type: none"> Research on formats and best practice options underway. Consultation in progress.
	<ul style="list-style-type: none"> Implement Coastal Vegetation Rehabilitation Plan 	DGM E&E	<ul style="list-style-type: none"> Complete high priority actions by June 2008. 	<ul style="list-style-type: none"> In progress.
	<ul style="list-style-type: none"> Implement Clarence Valley Noxious and Environmental Weed Management Plans 	DGM E&E	<ul style="list-style-type: none"> Undertake community education program with attendance at 3 field days, production of 12 Weed of the Month articles and support Weedbuster Week activities 	<ul style="list-style-type: none"> Weed buster week held. Media release and community door knock being held at Brooms Head in January 2008.
		DGM E&E	<ul style="list-style-type: none"> Undertake 3000 ground inspections, Inspect up to 500 properties from the air, carry out 2 surveys for W1 weeds, Inspect all aquarium, pet shops and nurseries annually in accordance with the Annual Noxious Weeds program 	<ul style="list-style-type: none"> Property inspections ongoing. Class 1 and 2 weed surveys carried out as part of Early Detection Project All nurseries and pet shops inspected during this period
		DGM E&E	<ul style="list-style-type: none"> Undertake aquatic weed control in accordance with adopted management plan. 	<ul style="list-style-type: none"> Initial public meeting held for Alamy Creek system on water hyacinth. Report to Councillors on proposal to advance aquatic weed priorities.
			<ul style="list-style-type: none"> Complete spray program as per the maintenance program. 	<ul style="list-style-type: none"> In progress
	<ul style="list-style-type: none"> Develop Clarence Valley Living Landscapes Plan 	DGM E&E	<ul style="list-style-type: none"> Review concepts developed in the Grafton Living Landscape Plan by June 2008 to enable a Clarence Valley Plan to be developed. 	<ul style="list-style-type: none"> Not commenced.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Develop Clarence Valley Foreshore and Riparian Zone Management Plan 	DGM E&E	<ul style="list-style-type: none"> Undertake data gap analyses and scoping plan by June 2008. 	<ul style="list-style-type: none"> Initial discussions held with stakeholders. Grant application under 'Forging Partnerships' program lodged for funding.
	<ul style="list-style-type: none"> Provide support for community Landcare/Dunecare Groups 	DGM E&E	<ul style="list-style-type: none"> Facilitate quarterly Landcare/Dunecare Group meetings Support the activities of the Minnie Water Community Nursery by attending scheduled meetings 	<ul style="list-style-type: none"> Quarterly Landcare/Dunecare group meetings held. Activities of community nursery supported through Bush Regeneration crew
Clarence Valley Sustainability Initiative (Adopted 2006)	<ul style="list-style-type: none"> Implement Sustainability Action Plan 	DGM E&E	<ul style="list-style-type: none"> Complete Stage 1 of the Street Light Replacement program by June 2008. 	<ul style="list-style-type: none"> Discussions and planning with service providers held.
Environmental protection and natural resource management for the Clarence Valley Floodplain	<ul style="list-style-type: none"> Coordinate Clarence Floodplain Project Steering Committee. 	DGM E&E	<ul style="list-style-type: none"> Convene quarterly meetings and provide administrative support to the Clarence Floodplain Project Steering Committee. 	<ul style="list-style-type: none"> Committee meetings held in November and February and support being provided
	<ul style="list-style-type: none"> Coordinate Clarence Floodplain and Estuary Partnership 	DGM E&E	<ul style="list-style-type: none"> Facilitate quarterly meetings and provide administrative support to the Clarence Floodplain and Estuary Partnership 	<ul style="list-style-type: none"> Committee meetings held in November and February and support being provided
Environmental protection and natural resource management for the Clarence Valley Floodplain	<ul style="list-style-type: none"> Implement management improvements at identified drainage systems. 	DGM E&E	<ul style="list-style-type: none"> Apply for funding to identify and complete Management Plans and structural works necessary to implement management improvements at identified drainage systems. 	<ul style="list-style-type: none"> Several new Management Plans endorsed throughout quarter with associated structural works.
Environmental protection and natural resource management for the Clarence Valley Floodplain	<ul style="list-style-type: none"> Implement management improvements at identified drainage systems. 	DGM E&E	<ul style="list-style-type: none"> Apply for funding for the implementation of management improvements for Acid Sulphate Soil Hotspots (eg, Everlasting Swamp, Shark Creek). Apply for funding for the continuation of management improvements for significant wetlands. 	<ul style="list-style-type: none"> Grant applications submitted to NRCMA and National Landcare Program Grant funding successfully obtained for regional wetland/floodplain project work.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Continue the development of landowner involvement in active management of Council drains and floodgates. 	DGM E&E	<ul style="list-style-type: none"> Undertake regular volunteer training/field days. 	<ul style="list-style-type: none"> Several floodgate operator training days held, field days held in association with DPI's Floodplain Grazing Project.
	<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Provide relevant information to landowners via regular Clarence Floodplain Project Newsletters. 	<ul style="list-style-type: none"> Newsletter in November and March sent
	<ul style="list-style-type: none"> Facilitate external research and programs of assistance. 	DGM E&E	<ul style="list-style-type: none"> Maintain support to relevant Universities and their students. 	<ul style="list-style-type: none"> Offer to SCU submitted for projects to undertake within Valley/CVC, on-going support provided to the 3 Floodplain PhD students
	<ul style="list-style-type: none"> Provide information on Natural Resource Management services available through the Clarence Floodplain Project to other Councils, Government Departments and private organisations. 	DGM E&E	<ul style="list-style-type: none"> Maintain existing networks and partnership involvement, ie, through the Clarence Floodplain and Estuary Partnership, Newsletters, Natural Resource Management sub-group and Floodplain Network. 	<ul style="list-style-type: none"> Meetings attending for NOROC regional NRM committee, NRM Coordinating Committee, Floodplain Network and Estuary Partnership. NOROC NRM sub group regional meeting hosted in Maclean in April.
	<ul style="list-style-type: none"> Pursue further options for joint undertakings with other Government Departments and Non-Government organisations. 	DGM E&E	<ul style="list-style-type: none"> Apply for relevant grant funding as opportunities arise. 	<ul style="list-style-type: none"> Grant funding for \$1.9 million received from NSW Environmental Trust's Urban Sustainability program on behalf of 6 north coast councils.
	<ul style="list-style-type: none"> Maintain the soil and water testing laboratory at Brickworks Lane, South Grafton. 	DGM C&C	<ul style="list-style-type: none"> Encourage wider use of Council's soil and water testing laboratory. 	<ul style="list-style-type: none"> Restructure will assist wider use of facility
	<ul style="list-style-type: none"> Maintain a water quality and environmental monitoring program throughout the Clarence Valley floodplain. 	DGM E&E	<ul style="list-style-type: none"> Monitor and assess water quality in Council's flood mitigation drains and adjacent natural waterways. 	<ul style="list-style-type: none"> On-going – a number of cases of 'blackwater' identified, associated with rainfall and rotting vegetation.
			<ul style="list-style-type: none"> Continue and extend Council's program of active floodgate management for improved water quality in flood mitigation drains. 	<ul style="list-style-type: none"> On-going
			<ul style="list-style-type: none"> Complete the Floodplain Services component of Council's State of the Environment Report. 	<ul style="list-style-type: none"> Complete

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Undertake a review of the Clarence Floodplain Project and monitor long-term future directions program. 	DGM E&E	<ul style="list-style-type: none"> Produce a report on the achievements of the Clarence Floodplain Project and possible future directions. 	<ul style="list-style-type: none"> Report prepared
	<ul style="list-style-type: none"> Coordinate a Clarence Valley Council Natural Resources Management Coordinating Committee. 	DGM E&E	<ul style="list-style-type: none"> Facilitate Natural Resources Management Coordinating Committee meetings. 	<ul style="list-style-type: none"> Meetings held every quarter.
	<ul style="list-style-type: none"> Advise on and assist with environmental assessment of engineering activities. 	DGM E&E	<ul style="list-style-type: none"> Keep abreast of developments in floodplain management ie, review work undertaken on other floodplains. 	<ul style="list-style-type: none"> Visit undertaken to Nambucca-Bellingen catchments.
	<ul style="list-style-type: none"> Coordinate the Northern Rivers Catchment Management Authority (NRCMA)/Clarence Valley Council Linkages Project. 	DGM E&E	<ul style="list-style-type: none"> Provide link between NRCMA and Council's NRM Coordinating Committee in identifying potential partnerships/projects. 	<ul style="list-style-type: none"> In progress
	<ul style="list-style-type: none"> Promote sustainable floodplain grazing practices. 	DGM E&E	<ul style="list-style-type: none"> Support the NSW Department of Primary Industries grazing project. 	<ul style="list-style-type: none"> Support provided to DPI workshops and field days

3. SOCIETY & CULTURE

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
Infrastructure Development Community and Cultural Infrastructure Development	<ul style="list-style-type: none"> Achievement of access and equity strategies arising out of key strategic planning exercises 	DGM E&E	<ul style="list-style-type: none"> Success rate of access and equity implementation plans /service agreements reported September 2007-2009 	<ul style="list-style-type: none"> Ongoing to be reported at end of financial year. DS
	<ul style="list-style-type: none"> Community Facilities (libraries, community centres, public halls, gallery, etc) Prepare a community and cultural facilities strategic plan 	DGM E&E	<ul style="list-style-type: none"> Community and Cultural Facilities Strategic Plan completed February 2008 	<ul style="list-style-type: none"> Scoping underway to develop consultancy brief. (Staff resignation has delayed progress)
	Gallery			
	<ul style="list-style-type: none"> Preparation of Gallery extension plans 	DGM E&E	<ul style="list-style-type: none"> Gallery extension plans completed by June 2008 	<ul style="list-style-type: none"> Initial design meeting held with architect Warren Steele. Design Development Group formed.
Health and Well-being	<ul style="list-style-type: none"> New and Improved Services, Activities and Information 			
	Community Support Services			
	<ul style="list-style-type: none"> Training Plan implemented 	DGM E&E	<ul style="list-style-type: none"> Training plan implemented after Support Staff competencies completed December 2007 	<ul style="list-style-type: none"> Policy and Procedures reviewed February 08 minor changes were made to existing procedures, 7 new procedures were identified and developed and are now out for consultation within the service. Children's Service Procedures have been developed in line with aged and Disability

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				<p>Procedures and are now prepared to go to Council to be ratified.</p> <ul style="list-style-type: none"> • Training Plan has been completed and submitted to HR. • Competencies are in progression.
	<ul style="list-style-type: none"> • Improve access to Community Support services for CALD and ATSI plus adolescents with disabilities 	DGM E&E	<ul style="list-style-type: none"> • Attend ATSI Interagency meetings • Form ATSI and CALD specific carers group. • Conduct respite need surveys for families who support adolescents with a disability. • Increase in client number within budget in each group. June 08 	<ul style="list-style-type: none"> • Respite needs survey completed. Community Options Aboriginal specific Case Management service commenced. All services excluding Community Options have waiting lists. No attendance to the last CVAC meeting due to cancellation.
	<ul style="list-style-type: none"> • Implement Community Support Services Strategic Plan 	DGM E&E	<ul style="list-style-type: none"> • Targets achieved as per Strategic Plan 	<ul style="list-style-type: none"> • On target.
	<ul style="list-style-type: none"> • Quality Assurance Program 	DGM E&E	<ul style="list-style-type: none"> • Satisfactory surveys for staff • Satisfaction surveys • Validation 	<ul style="list-style-type: none"> • Ongoing.
Cultural Strategy	<ul style="list-style-type: none"> • Facilitation, Advocacy and Service Delivery 			
	<ul style="list-style-type: none"> • Implement Cultural Plan 	DGM E&E	<ul style="list-style-type: none"> • Targets achieved as per adopted Cultural Plan 	<ul style="list-style-type: none"> • Initial research for publication on 20 years of the JADA completed through Gordon Darling Grant. • Lindt Research Group established
	<ul style="list-style-type: none"> • Implementation of State Library Review recommendations 	DGM E&E	<ul style="list-style-type: none"> • Report quarterly against Implementation Plan adopted in 2006 	<ul style="list-style-type: none"> • Report to November 30 2007 CRL Committee

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Develop shared vision and goals for Clarence Regional Library network 	DGM E&E	<ul style="list-style-type: none"> Hold workshop with all staff and outside facilitator to develop shared goals. Report every 6 months in first and last quarters of calendar year 	<ul style="list-style-type: none"> Framework prepared for discussion at the next CRL Committee meeting on 15 February 2008.
	<ul style="list-style-type: none"> Train staff in the delivery of high quality reference services. 	DGM E&E	<ul style="list-style-type: none"> 2-3 staff training days per year 	<ul style="list-style-type: none"> Member Councils will need to provide funding for relief staff to enable staff to attend training sessions.
	<ul style="list-style-type: none"> Policy development 	DGM E&E	<ul style="list-style-type: none"> Review Public Access to the Internet policy by November 2007 Develop Banned Borrower policy by August 07 	<ul style="list-style-type: none"> CRL Committee has endorsed updated Internet, Circulation and Children/Young Adult's Policy. Policies have been forwarded to CVC for adoption as Executive Council. The Library's Collection Development Policy has been revised and endorsed by the Committee and will be presented to CVC for adoption at the February 2008 meeting.
	<ul style="list-style-type: none"> Service level agreement for IT support between CRL and Councils is developed, and appropriate procedures are implemented. 	DGM E&E	<ul style="list-style-type: none"> Agreement signed by CRL and member Councils by September 2007. 	<ul style="list-style-type: none"> IT Audit across CRL has been undertaken and recommendations discussed with all stakeholders in November 2007. The Regional Librarian is currently working with the IT Manager of CVC, Bellingen and Nambucca Shire to improve IT services for staff and the public across the CRL network. As per the CRL Agreement, member Councils are responsible for IT hardware and software for their libraries except for the provision of the online catalogue.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Review of staff structure is undertaken by new Regional Library Manager. New structure implemented if required. 	DGM E&E	<ul style="list-style-type: none"> Review and implementation of structure by December 2007 	<ul style="list-style-type: none"> The review of CRL undertaken by the State Library of NSW proposes a staff structure that it considers to be a means of improving library services to member councils. It is reliant on additional funds from the members to provide extra staffing. Alternative staff structures may be possible if outsourcing is considered.
	<ul style="list-style-type: none"> Identify funding opportunities to update and expand book stock 	DGM E&E	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Two funding grants have been received from the Library Council of NSW. \$68 000 for Junior Non-Fiction and \$61 0000 for Adult Fiction.
	<ul style="list-style-type: none"> Increase book stock so that ratio of 2.5 per capita is achieved by 2017 	DGM E&E	<ul style="list-style-type: none"> By June 08, book stock to be increased to 2 per capita (presently 1.8). Jun 08 = 1.5:1 Seek increase of 10% in Council contributions. 	<ul style="list-style-type: none"> 10% increase funding in the per capita contribution was received from each of the CRL's member Councils in 2007/08 for the book vote. Continuing to pursue this as an ongoing commitment in order to achieve this ratio.
	<ul style="list-style-type: none"> Seek Library Development grants to enhance collections. 	DGM E&E	<ul style="list-style-type: none"> Apply for grants February 2008. 	<ul style="list-style-type: none"> Opportunity to apply for future Library Development Grants is dependent of the NSW State Government Review of Library Funding currently being undertaken by DR Tom Parry. The results of this review are not known at this stage and consequently applications for Library Development Grants this year have not yet been called for by the Library Council of NSW.
	<ul style="list-style-type: none"> Increase book stock and weed old stock to achieve the target of 80% of book stock under 10 years old. 	DGM E&E	<ul style="list-style-type: none"> Increase in funding. Weed 10% of stock per year. 	<ul style="list-style-type: none"> CRL has undertaken a strong weeding program. The Library has more than 16 000 items that are more than 20 years old which are targeted for deletion. Anticipated completion is June 2008.
	<ul style="list-style-type: none"> Improve integrity of Library's database 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> The weeding project has provided opportunity to update bibliographic records in the Library's computer Management System. These records will

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				be updated as issues arise.
	<ul style="list-style-type: none"> Carry out stock take at all branches 	DGM E&E	<ul style="list-style-type: none"> Procedures developed by August 2007 (including pilot study) Complete stock take in 5 branches by June 2008 	<ul style="list-style-type: none"> Headquarters staff have deleted over 15 000 inactive member records from the computer management system. Due to the weeding project the stocktake will begin in April and is anticipated to be complete in August 2008. This will be the first stocktake of the Regional Library Collection in over 20 years.
	<ul style="list-style-type: none"> Improve access to library services disadvantaged groups including 	DGM E&E	<ul style="list-style-type: none"> Place small collections of picture books (purchased with grant money) in outreach centres around region eg. Hospitals children's wards, women's refuges etc 	<ul style="list-style-type: none"> This activity has not progressed due to current resource limitations.
	<ul style="list-style-type: none"> Children Homebound people ATSI 		<ul style="list-style-type: none"> Expansion of Home Library Service to Yamba, Maclean and Iluka reported quarterly. Introduction of regular children's outreach programs to target disadvantaged and aboriginal children 	<ul style="list-style-type: none"> Home Library Service operating from Yamba Library- 8 residents on service. Commencement of training of staff and volunteers to deliver service from Maclean. Home Library Membership Dec 2007 Grafton 120, Yamba 8, Maclean 6, Iluka 4, Mobile 1. Regular storytelling programs conducted in all libraries. Discussions being held with children's centres regarding outreach programs. Aboriginal Pre School has attended 2 storytelling sessions at Grafton Library. Outreach program to follow on from this visit.
	<ul style="list-style-type: none"> Support Regional Museums Advisor 	DGM E&E	<ul style="list-style-type: none"> Regional Museums Advisor accommodated with CVC. 	<ul style="list-style-type: none"> Office space for Regional Museums Development Officer (RMDO) provided in Clarence Regional Library building with Manager Library and Historical Services

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
			<ul style="list-style-type: none"> In place by August 2007 Work plan to Council by December 2007 Administration Assistant in place July 2007 	<ul style="list-style-type: none"> May July 2007. RMDO, Joan Kelly, commenced duties 20th August 2007. Steering Committee meeting 24th September 2007 and RMDO had visited all museums and historical societies in CVC area at least twice. Significance Assessment Workshop held Alstonville. Work Plan and report submitted to Council in November 2007.
	<ul style="list-style-type: none"> Community Arts Alliance/Group Investigate appropriate model/structure 	DGM E&E	<ul style="list-style-type: none"> Community Arts Alliance Group research completed by December 2007 	<ul style="list-style-type: none"> Progress delayed due to staff resignation. To be actioned when new Cultural Development Coordinator appointed.
	<ul style="list-style-type: none"> 150th Anniversary - Grafton Book Establish Brief 	DGM E&E	<ul style="list-style-type: none"> Brief completed January 2008 	<ul style="list-style-type: none"> Brief completed May 2007.
	<ul style="list-style-type: none"> Engage Author 	DGM E&E	<ul style="list-style-type: none"> Author engaged March 2008 	<ul style="list-style-type: none"> Author Terry Kass engaged May 2007. Work Plan submitted to Grafton 150th Anniversary Committee. Work progressing to agreed schedule.
	<ul style="list-style-type: none"> Improve Collection asset management 	DGM E&E	<ul style="list-style-type: none"> Gallery Collection Asset Management system in place January 2008 	<ul style="list-style-type: none"> Stocktake of collection scheduled for February 2008. Valuation and barcoding of collection scheduled for March 2008.
	<ul style="list-style-type: none"> Improve Exhibition Program Service 	DGM E&E	<ul style="list-style-type: none"> Gallery Exhibition Program Service improved May 2008 	<ul style="list-style-type: none"> Outreach exhibitions presented August 2007.
Social Plan Strategy	<ul style="list-style-type: none"> <i>Facilitation, Advocacy and Service Delivery</i> Implement Grafton Community and Function Centre and Treelands Drive Community 	DGM E&E	<ul style="list-style-type: none"> Targets achieved as per Business 	<ul style="list-style-type: none"> GC&FC business plan progress: Elsa Dixon position filled, commence January 2008; waterwise gardens Stage 1 completed by Envite; fees to be approved by Council; IT software upgraded and one

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	Centre Business Plans		Plans	<p>computer upgraded; weekly 'what's on' in Saturday newspaper; CVC website update continuing; electrical wiring upgrade in progress; guidelines for operation of coffee shop under continuing implementation; progress on establishing public phone limited by resourcing; progressing purchase of public art work at entrance. (SH)</p> <ul style="list-style-type: none"> • TDCC business plan progress: • 5 new volunteers inducted and trained; increased number and type of community activities includes annual seniors expo, youth arts workshops, ATSI art exhibition; policies & procedures updated including volunteer induction, room booking and daily contact statistics procedures implemented; clinic room fees reviewed; renovation of small office completed; IT equipment upgraded; brochure updated; concept plan for extensions developed – submitted to Council in Feb 2008.
	<ul style="list-style-type: none"> • Implement Crime Prevention Plan 	DGM E&E	<ul style="list-style-type: none"> • Crime Prevention Plan adopted July 2007. Targets achieved as per Crime Prevention Plan 	<ul style="list-style-type: none"> • Crime Prevention endorsed by Council in November 2007. Submitted to NSW Attorney General's Department for their assessment and endorsement. Due February 2008 • Crime Prevention Plan endorsed by NSW Attorney General's Department and funding obtained (\$31,972 + GST) for Alcohol related crime projects in June 2008.
	<ul style="list-style-type: none"> • Develop and implement Affordable Housing Strategy 	DGM E&E	<ul style="list-style-type: none"> • Affordable Housing Strategy adopted August 2007. • Targets achieved as per Affordable Housing Plan 	<ul style="list-style-type: none"> • Submission on ideas to increase social housing in Clarence Valley was sent to FACSIA. Clarence Valley Affordable Housing Strategy was adopted by Council in Nov 07. Currently investigating developing an Affordable Housing Trust to increase the supply of affordable housing.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Social Plan Implementation 	DGM E&E	<ul style="list-style-type: none"> Targets achieved as per Social Plan Issues Action Plans 	<ul style="list-style-type: none"> Community Information: Print materials being gathered to distribute for display to a range of well accessed sites across the Valley, including local stores in small communities. IT consultant to be engaged to enable the development of an on-line service directory which will also be printed. Indigenous Chapter Plan: Progressing according to the plan targets as identified in the current review. Health: Health scholarships assessed and awarded to eight people from a pool of 34 applicants. Yamba HealthOne application submitted November 07. Falls prevention committee with CV members set up Successful in gaining interim NCAHS Palliative care funding; initial upgrade GBH ED; NCAHS Health related transport project commenced with promotion of service in Yamba August. Discharge planners and clinicians using NCAHS HRT system. Women: CVWI newsletter and website developed Dec07; Grant \$1000 received for IWD March 08 Children: Preparation for establishment of Children's Interagency in February 2008. Youth: Successful intergenerational Writers project;; Street Cruise project progressing and being well received; indigenous surfing trial projects in February. Disabilities: extra respite available.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				<ul style="list-style-type: none"> • CALD: Support for the formal status for multi-cultural group in Yamba and premises for referral services. • Older: seniors expo in Yamba; scooter safe sessions held in Iluka and Yamba; vision expo held in Yamba and Grafton; • Area Assistance Scheme: Two of three applications submitted for funding have progressed to the second round of assessment. • Transport: supporting the development of materials and activities for Transport Awareness Week in January 2008.
	<ul style="list-style-type: none"> • Community Initiatives (Donations) 	DGM E&E	<ul style="list-style-type: none"> • Allocation of Community Initiatives Donations as per CVC Policy 	<ul style="list-style-type: none"> • Donations 90% expended with remaining funds to be allocated to 'ad hoc' requests. • The Gallery Foundation Paddock to Plate Project Stage One of Three 25 May 2008.
	<ul style="list-style-type: none"> • Facilitation of International/National/State days/week, e.g. NAIDOC, Youth Week 	DGM E&E	<ul style="list-style-type: none"> • Programs held at appropriate times 	<ul style="list-style-type: none"> • Successful celebration in Maclean for International Day of People with disabilities 30 November. • Three Volunteers celebrations across the Valley in December enjoyed increased attendances. Very well received session from the Daily Examiner about how organisations can attract the attention of the media for their events. • Planning has commenced for seven recognised events over the next 6 months. •
CVC Urban Management Strategy	<ul style="list-style-type: none"> • Develop in consultation with CVC Tree Advisory Group (TAG) a CVC wide strategy that will maintain Urban forestry assets in 	DGM E&E	<ul style="list-style-type: none"> • Draft Strategy prepared by December 2007 with final document to Council for 	<ul style="list-style-type: none"> • Draft to be completed March 2009. Preliminary works have been undertaken

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
(2008)	accordance with established industry guidelines, risk management procedures, budgetary and staffing constraints and community needs / expectations		adoption by June 2008	by CVC staff and TAG
	<ul style="list-style-type: none"> Encourage and support the development of appropriate trained staff to implement strategy 	DGM E&E	<ul style="list-style-type: none"> Minimum of 2 staff enrolled in appropriate Arboriculture Courses in 2007; Technical staff appraised of industry standards 	<ul style="list-style-type: none"> Appropriate staff enrolled in course. 1 staff member has completed. Second employee completes early late 2009
	<ul style="list-style-type: none"> Develop a CVC wide "urban Garden Guide" for distribution to the community 	DGM E&E	<ul style="list-style-type: none"> Draft "Urban Garden Guide produced by December 2007 	<ul style="list-style-type: none"> TAG currently working on this document.
Open Space Management Strategy (2009)	<ul style="list-style-type: none"> Develop strategy in consultation with internal and external stakeholders that will consider the provision, maintenance and development of adequate passive and active open space settings and opportunities in line with community expectations. 	DGM E&E	<ul style="list-style-type: none"> Draft Strategy developed by December 2007 	<ul style="list-style-type: none"> Draft Strategy development slowed due to available resources. Base line data collected and ground proofing continuing.
	<ul style="list-style-type: none"> Develop a sustainable and transparent system of service provision to facilities that will provide direction to staff and the community 	DGM E&E	<ul style="list-style-type: none"> Service Provision guidelines developed by March 2008 	<ul style="list-style-type: none"> Data collection and verification ongoing.
	<ul style="list-style-type: none"> Develop a sustainable and equitable user fee system for all sportsgrounds within the CVC area. 	DGM E&E	<ul style="list-style-type: none"> CVC wide sportsground fee adopted by Council by August 2008 	<ul style="list-style-type: none"> Development of a CVC wide Open Spaces service delivery document is underway. This document will form the basis for a CVC-wide fee for service structure for Council' to consider.
Aboriginal Cultural Heritage Protection Strategy	<ul style="list-style-type: none"> Contribute to the development of a CVC wide strategy that will ensure the adequate protection of Aboriginal Cultural Heritage from private and CVC works and will provide opportunities for cross-cultural training and 	DGM E&E	<ul style="list-style-type: none"> Draft policy for the protection of Aboriginal Cultural Heritage from Council on-ground works finalised and adopted by Council by September 2007 	<ul style="list-style-type: none"> Comment from indigenous stakeholders being sought through Land Councils.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	for involvement of Aboriginal people in the decision making process.		<ul style="list-style-type: none"> Draft policy for the protection of Aboriginal cultural Heritage from private on-ground works finalized and adopted by Council by December 2007 	
Clarence Valley Economic Development Strategic Plan adopted June 2006	<ul style="list-style-type: none"> Cultural and creative assets, infrastructure and lifestyle values of the Clarence Valley included in relocation and investment attraction programs 	DGM E&E	<ul style="list-style-type: none"> Launch of relocation program in August 2007 Launch of investment attraction program in October 2007 Enquiry tracking and reporting system in place by August 2007 	<ul style="list-style-type: none"> Completed and launched. Completed and launched. Completed.
	<ul style="list-style-type: none"> Increased interaction, networking and market development of creative industry sector in accord with adopted sector Action Plan 	DGM E&E	<ul style="list-style-type: none"> Creative Industry Development Work grouping meeting bi-monthly Virtual cluster business plan completed and implementation commenced by December 2007 60% of Clarence Valley creative industry stakeholders attend product and market development training program 	<ul style="list-style-type: none"> Completed. Working group concluded its function with adoption of business plan. Completed. Clarence Creative business plan and implementation schedule adopted by Council. Implementation Committee formed and state government funding submission lodged. Memento Australia Exhibition and Market Development workshop completed January 2008 and attended by 20 participants. Moving business on-line workshop series developed and completed March 2008 (attended by 55 participants). CASP grant application lodged to support

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Review of Clarence Valley branding and development of marketing strategy 	DGM E&E	<ul style="list-style-type: none"> Clarence Valley brand awareness enhanced through development of stakeholder and user group guidelines by Feb 2008 and marketing strategy by June 2008 	<ul style="list-style-type: none"> Research progressing.
Community Economic Development Plans:- <ul style="list-style-type: none"> Iluka 2003 Maclean 2003 Yamba 2003 	<ul style="list-style-type: none"> Encourage Aboriginal community involvement in identifying and expressing sense of place values 	DGM E&E	<ul style="list-style-type: none"> 10 signs installed in the Lower Clarence area by June 2008 	<ul style="list-style-type: none"> Agreement reached on local aboriginal meanings for six (6) towns and villages signs. Public exhibition of meanings in accord with Indigenous Signage Policy scheduled for July/August. Funding received from MRLC to in-part support costs of signage installation.
	<ul style="list-style-type: none"> Raise community awareness of Aboriginal language and cultural importance 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Indigenous Signage Policy adopted by Council. Signage augmentation, subject to public exhibition processes for agreed 6 towns and villages is scheduled for September.
	<ul style="list-style-type: none"> Augment existing town and village entry signage with agreed Aboriginal meaning 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Agreement reached on local aboriginal meanings for six (6) towns and villages signs. Public exhibition of meanings in accord with Indigenous Signage Policy scheduled for July/August.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				<ul style="list-style-type: none"> Funding received from MRLC to in-part support costs of signage installation.
Community Economic Development Plan: South Grafton 2006	<ul style="list-style-type: none"> Develop opportunities for enhancing public art in South Grafton in accord with the Skinner Street Streetscape Masterplan 	DGM E&E	<ul style="list-style-type: none"> Implementation of Stage 1 of Skinner Street Streetscape Master Plan by June 2008 	<ul style="list-style-type: none"> Detail design prepared by CVC Engineering for public exhibition.
Events & Festivals Development Program	<ul style="list-style-type: none"> Event and festival stakeholder training program developed to support inclusion of cultural and creative industry sector 	DGM E&E	<ul style="list-style-type: none"> 30% increase in cultural and creative elements of local event programs by June 2008 	<ul style="list-style-type: none"> Completed. Funding support from Dept of State & Regional Development secured to assist with cost of training program. Workshops conducted in September, October, December 2007 and February and March 2008. Over eighty (80) participants attended the series with all event organizers of the major community events in the Clarence Valley participating.
Clarence Valley Health and Wellbeing Strategy	<ul style="list-style-type: none"> Develop Health and Wellbeing Strategy Develop Public Health Management Plan Develop Cemetery Management Strategy Develop Greenhouse Gas Strategy 	DGM E&E DGM E&E DGM E&E DGM E&E	<ul style="list-style-type: none"> Complete scoping plan by June 2008 Complete draft strategy by June 2008 Complete audit on min 30% of food premises annually Complete Stage 1. policy provisions by June 2008. Review Cities for Climate Protection scheme by March 2008 Undertake energy audit of 2 main facilities by June 2008. 	<ul style="list-style-type: none"> Not commenced Food premises being audited In progress. Expect that cemetery information to be placed on web site by June 2008 Council has joined Cities for Climate Protection (CCP) program. Initial discussions with ICLEI CCP staff held. Initial Milestone 1 Workshop with staff and Councilors held late February (date to be confirmed). Energy management system for Grafton Prince Street building has been installed.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Implement Contaminated Land Management Policy 	DGM E&E	<ul style="list-style-type: none"> 95% of sites registered recorded on corporate system by June 2008 	<ul style="list-style-type: none"> In progress
	<ul style="list-style-type: none"> Implement Companion Animals Management Plan 	DGM E&E	<ul style="list-style-type: none"> Comply with timetabled actions in CAMP 	<ul style="list-style-type: none"> In progress. Education initiatives including school education and awareness conducted. Department of Lands endorsed establishment of an off leash dog area at Minnie Water.

4. HUMAN HABITAT

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
Strategic Business Plan for Water Supply and Sewerage Services	<ul style="list-style-type: none"> Provide a safe and reliable reticulated water supply and sewerage service to consumers 	WATER CYCLE	<ul style="list-style-type: none"> Meet Department of Health standards and minimum levels of service outlined in the Strategic Business Plan. 	<ul style="list-style-type: none"> Standards generally met during September , December, March and June reporting periods. There were some minor e-coli failures at Brooms Head and Woolli in September quarter and Minnie Waters in December quarter which did not require a boil water alert. There was an odour issue during September resulting from non-toxic algae in Rushforth Road Reservoir. During the June quarter there were isolated e-coli failures at several locations in the Lower Clarence and, following discussions with the Department of Health, a precautionary “Boil Water” alert was issued for one week while system integrity was investigated.
			<ul style="list-style-type: none"> Meet environmental standards specified in Environmental Protection Licences and minimum Levels of Service outlined in the Strategic Business Plan 	<ul style="list-style-type: none"> Standards generally met during September December, March and June reporting periods. Some sewer overflows were reported in Grafton during a heavy rainfall event in February
			<ul style="list-style-type: none"> Rehabilitate 3 decommissioned Sewage Treatment Plants at Junction Hill by 30 June 2008 	<ul style="list-style-type: none"> This work has been included in the Maclean and Grafton Sewage Treatment Plant Contract. Early Contractor Involvement workshops held with four short listed contractors during September report period. Construction contract awarded to Haslin Constructions P/L in March quarter.
			<ul style="list-style-type: none"> Construction Tender for Grafton Sewerage Augmentation awarded by 	<ul style="list-style-type: none"> Early Contractor Involvement workshops held with four short listed

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
			1 December 2007	contractors during September report period for the Maclean and Grafton Sewage Treatment Plant (STP) Contract. Tenders closed on 11 December 2007 and Construction Contract was awarded to Haslin Constructions P/L in March quarter. Transfer Tenders to be awarded in September 2008.
			<ul style="list-style-type: none"> Construction Tender for Maclean Lawrence Townsend Ilarwill Sewerage Scheme awarded by 1 December 2007 	<ul style="list-style-type: none"> Minister for Water Utilities has advised that financial assistance for this project is available. Timetable is as per Grafton Sewerage Augmentation, with Lawrence reticulation Tender proposed to be awarded in September 2008.
			<ul style="list-style-type: none"> Construction Tender for Iluka Sewerage Scheme called by 30 June 2008 	<ul style="list-style-type: none"> Detailed design and documentation has progressed during reporting period with 50% design workshop, HAZOP review and HACCP workshop held in September. 85% design review was held in November. The final draft design was submitted to Council for comment in the June quarter.
			<ul style="list-style-type: none"> Construction Tender for Yamba Sewerage Scheme called by 30 June 2008 	<ul style="list-style-type: none"> Detailed concept design has progressed during reporting period and a draft was submitted to Council for review on 28 March, with the final concept design submitted to Council in June.
Emergency Management Strategy	<ul style="list-style-type: none"> Implement the Rural Fire Service Zone Service Level Agreement between Council and the NSW RFS. Support the activities of the Clarence Valley SES through the Local Controller in accordance with established Service 	ASSETS	<ul style="list-style-type: none"> Comply with the funding arrangements, Service Levels & Standards covered by the agreement. RFS Zone Manager to present annual report to Council by 1/5/08. Provide funding assistance for Council component of SES Maintain ongoing liaison with Local 	<ul style="list-style-type: none"> On going. Annual report will be presented in September each year. Progress report forwarded to funding body 17/1/08.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Provide executive support and facilities to the Local Emergency Management Committee (LEMC) and the Local Emergency Operations Controller (LEOCON) via a Principal Executive Officer (LEMO) in accordance with statutory requirements of the State Emergency and Rescue Act. 		<p>Controller</p> <ul style="list-style-type: none"> Local Controller to present annual report to Council by 1/5/08. Convene four meetings of LEMC and Local Rescue Committee. Carry out annual review of Clarence Valley Displan, Sub Plans and Supporting Plans and report to LEMC. Carry out annual review of Clarence Valley Local Emergency Operation Centre facilities. Assist LEOCON during emergency Response and Recovery phases. Emergency Risk Management Study completed by October 2008 and endorsed by LEMC. 	<ul style="list-style-type: none"> Ongoing support provided. Still in progress by Peter Stevens. Meeting dates set: 25/2; 26/5; 25/8; 24/11. Interim DISPLAN adopted by LEMC on 27/8/07. See report to funding body above. Draft submitted. Flood exercise on 18/2/08 was successful, beneficial to all agencies involved as significant staff changes had taken place. Project will be completed by September 2008.
	<ul style="list-style-type: none"> Control and Co-ordinate Managerial and Operational Engineering staff, plant & resources to respond to emergency situations 	OPS	<ul style="list-style-type: none"> Incident Management Systems, Protocols & Procedures in place and reviewed by April 2008. Engineering Operations Control Centres properly resourced & available for 24 hour operation by April 2008. 	<ul style="list-style-type: none"> Assessment of systems and level of preparedness commenced. Review of Grafton based operations undertaken and initial action plan developed to correct deficiencies. Similar review to be undertaken in the Lower River. Flood debrief has been held at Maclean for February floods and problems with Council's response. Decisions for improvement will be incorporated into Council's flood management procedures which are currently being reviewed.
To provide project	<ul style="list-style-type: none"> To deliver project services within required 	OPS	<ul style="list-style-type: none"> Project services delivered within 	<ul style="list-style-type: none"> Survey and design standards

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
<p>services for Council works, the engineering component of development services for the development industry and the engineering component of strategic planning.</p>	<p>timeframes at an acceptable cost and an appropriate standard.</p>		<p>required timeframes and cost allowance.</p> <ul style="list-style-type: none"> Projects meet Council's construction staff and contractors expectations. 	<p>appropriate for works. Time-frames for supply of designs currently tight, but the full complement of design staff achieved in the last reporting period has led to an improvement of the time performance. A large project for the RTA has been substantially completed over the past year for the upgrading of the pedestrian crossings and road configuration in the Grafton CBD at RTA cost.</p>
<p>To provide the engineering component of development services for the development industry and the engineering component of strategic planning.</p>	<ul style="list-style-type: none"> To deliver engineering development services within required timeframes at an acceptable cost and an appropriate standard. To provide input into strategic planning involving the engineering issues as and when required by the Manager of Strategic Planning to meet strategic planning programs. 	<p>CIVIL STRATEGIC</p>	<ul style="list-style-type: none"> Development services delivered within required timeframes and cost allowance. Development processing carried out within Council's standards, guidelines and policies. Input into strategic planning meets appropriate standards and within required timeframes. 	<ul style="list-style-type: none"> The Engineering component of Development Services is slow due partly to the current workload and partly staff leave . Input into strategic planning issues is occurring as required. Council's standards, guidelines and policies applied to Developments despite some continuing resistance from the industry.
<p>Plan for future Open Space Development</p>	<ul style="list-style-type: none"> Provide input to Council , internal departments and external agencies regarding the sustainable and strategic planning of future Open Space needs Develop future facilities in line with agreed principles 	<p>DGM E&E</p>	<ul style="list-style-type: none"> Useful and timely input is given to the liaison process Future developments reflect Council policies and community needs 	<ul style="list-style-type: none"> On-going input provided
<p>Transport Strategy</p>	<ul style="list-style-type: none"> Develop a road drainage asset list and condition rating for the Valley and have 	<p>OPS</p>	<ul style="list-style-type: none"> By 06/2008 75% of Council's road 	<ul style="list-style-type: none"> Collection and verification of Roads and Transport asset data commenced,

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<p>Council's road assets categorised.</p> <ul style="list-style-type: none"> Commence Asset Management Plans for Council's: <ul style="list-style-type: none"> Roads, Bridges and Stormwater and Rural Drainage. Develop a footpath upgrading and rehabilitation strategy. 		<p>assets categorised and recorded.</p> <ul style="list-style-type: none"> By 06/2008 framework for Asset Management Plans developed and data analysis commenced. By 12/2007 footpath upgrading and rehabilitation strategy completed. 	<p>including GPS location and condition data of assets. Also includes videoing of assets.</p> <ul style="list-style-type: none"> "DRIVE" software provided to Council to view asset videos with some preliminary data. The majority of the road data has been provided to Council No progress during reporting period. Staff have been attending workshops on the preparation of Asset Management Plans. This workshop provides templates and procedures for developing a range of Asset Management Plans and will ensure there is a consistency in approach in developing plans across Council. No progress during reporting period. Work has commenced on developing a strategy and policy document for the rehabilitation of the footpath network, including developing an inspection regime.
Stormwater Strategy	<ul style="list-style-type: none"> Undertake a review of the Grafton Stormwater Management Plan and revise the action plan. Undertake a review of the Maclean Stormwater Management Plan and revise the action plan. 	WC	<ul style="list-style-type: none"> By 12/2007 Grafton Stormwater Management Plan reviewed. By 12/2008 Maclean Stormwater Management Plan reviewed. 	<ul style="list-style-type: none"> No progress during September, December, March or June reporting periods due to State Government issued draft Managing Urban Stormwater documents for comment in October. No progress during September, December, March or June reporting periods due to State Government issued draft Managing Urban Stormwater documents for comment in October.

Clarence Valley Council

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
Street Lighting Strategy	<ul style="list-style-type: none"> Develop a street lighting strategy for implementation across the Council area. 	OPS	<ul style="list-style-type: none"> By 12/2007 street lighting strategy completed. 	<ul style="list-style-type: none"> No progress during reporting period. Council has been examining the use of more energy efficient lanterns for new subdivisions as opportunities arise however.
	<ul style="list-style-type: none"> Undertake a street lighting audit of the Grafton area. 		<ul style="list-style-type: none"> By 06/2008 street lighting audit completed. 	<ul style="list-style-type: none"> No progress during reporting period.
	<ul style="list-style-type: none"> Undertake a street lighting audit of Maclean area. 		<ul style="list-style-type: none"> By 06/2008 street lighting audit completed. 	<ul style="list-style-type: none"> No progress during reporting period.
Develop strategic plan (umbrella document) for implementation and management of stormwater within urban areas of Clarence Valley Council	<ul style="list-style-type: none"> Strategic Plan for implementation and management of urban stormwater drainage across Clarence Valley Council complete. 	WC	<ul style="list-style-type: none"> Draft prepared by 3/12/06 Need to integrate with the work of the Integrated Water Cycle Management Committee. Target date for completion 31/12/07 	<ul style="list-style-type: none"> No progress during September, December, March or June reporting periods due to State Government issued draft Managing Urban Stormwater documents for comment in October. IWCM Concept study adopted by Council in November. Approval from DWE obtained for simplified strategy during March quarter
Develop Roads and Transport based policies for Clarence Valley Council	<ul style="list-style-type: none"> Roads and Transport based policies developed, advertised and finalised. 	OPS	<ul style="list-style-type: none"> By 06/2008 Roads and Transport policies be completed. 	<ul style="list-style-type: none"> No progress during reporting period.
Strategic Planning for the Clarence Valley Floodplain	<ul style="list-style-type: none"> Finalisation of floodplain management plans for the Clarence Valley. 	DGM E&E	<ul style="list-style-type: none"> Complete the draft Ulmarra Floodplain Management Study and Plan by 30/6/08. Complete a draft Floodplain Management Plan for Yamba by 30/6/08. Seek further funding for all recommended actions under developed Floodplain Management Plans and the development of new Floodplain Management Plans. 	<ul style="list-style-type: none"> No action during this period. Draft Floodplain Management Study with consultants. On-going in accordance with funding program timelines.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Continue flood awareness and public education project. 	DGM E&E	<ul style="list-style-type: none"> Increased public awareness of flooding potential throughout the Clarence Valley through all forms of media. Radio advertisements to be arranged for 2008 flood season. 	<ul style="list-style-type: none"> Web page updated and maintained including information of public and health and community awareness. 5000 Flood awareness magnets purchased for distribution and 9 new flood level signs were erected in high profile areas.
Infrastructure Construction and Management	<ul style="list-style-type: none"> Acquire easements over the Grafton and Ulmarra levee systems to secure the future of the levees as a public asset. Implement voluntary house raising in accordance with relevant Floodplain Management Plans. Prepare engineering design and complete works for rehabilitation of South Grafton levee at Ryan Street. Grafton Levee Penstock Refurbishment. Complete restoration of Ardent Street drain outlet channel. 	<p>GOV / OPS</p> <p>OPS</p>	<ul style="list-style-type: none"> Acquire easements in accordance with landowner agreement by 30/6/08. Raise two houses at the Alipou Creek catchment (subject to Department of Natural Resources (DNR) and owner agreement) by 30/6/08. Undertake floor level survey throughout the valley to determine potential house raising projects by 30/6/08. Completion of works by 30/6/08. Improve access and operation of Grafton levee penstocks by 30/6/08. Completion by 30/6/08 (subject to DNR approval). 	<ul style="list-style-type: none"> House raising for Harvey has commenced. Quotes and grant funding being sought for the second of the house raising. Initial estimate has been received for survey which exceeds available budget. The scope of the brief for survey work is being reviewed to determine if costs can be reduced. Design works complete. Construction ready to commence when contractor becomes available. Works generally complete with current funding. An application for further funding to continue the process will be made. No progress during reporting period.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Continue Council's voluntary purchase scheme in Palmers Island and Ulmarra for the safety and security of its residents in the area of immediate impact. 		<ul style="list-style-type: none"> Ongoing (subject to owners' agreement). 	<ul style="list-style-type: none"> No progress during reporting period.
	<ul style="list-style-type: none"> Implement the Management Plan to address riverbank erosion on Woodford Island at Woodford Dale. 		<ul style="list-style-type: none"> Complete signage and line marking by 30/6/08. 	<ul style="list-style-type: none"> Programming of installation of signs and line marking commenced.
	<ul style="list-style-type: none"> Construct new floodgate structure at Tyndale No. 1 drain. 		<ul style="list-style-type: none"> Completion by 30/6/08. 	<ul style="list-style-type: none"> Work has been completed.
	<ul style="list-style-type: none"> Complete the Maclean Levee Stability Study. 	OPS	<ul style="list-style-type: none"> Completion by 30/6/08. 	<ul style="list-style-type: none"> In progress.
	<ul style="list-style-type: none"> Iluka levee improvements. 		<ul style="list-style-type: none"> Seek funding for levee rehabilitation at the Anchorage Holiday Park, Iluka by 30/6/08. 	<ul style="list-style-type: none"> Applied for funding.
	<ul style="list-style-type: none"> Efficiently and effectively manage Council's Olivedale Quarry. 		<ul style="list-style-type: none"> Continue to Manage Council's Olivedale Quarry in accordance with conditions of consent, Mine Safety Management Plan, and compliance with the NSW Department of Mineral Resources Occupational Health and Safety inspections in the supply of quarry products. 	<ul style="list-style-type: none"> Quarry currently being managed satisfactorily.
	<ul style="list-style-type: none"> Develop and efficiently implement ongoing maintenance programs for flood mitigation infrastructure. 		<ul style="list-style-type: none"> Completion of maintenance program within budgetary constraints by 30/6/08. 	<ul style="list-style-type: none"> Maintenance of floodplain assets currently proceeding adequately.
Infrastructure Construction and Management	<ul style="list-style-type: none"> Maintain a current and reliable asset management system. 	OPS	<ul style="list-style-type: none"> Routinely update Council's Floodplain Services Assets Register. 	<ul style="list-style-type: none"> Asset Register, revaluations and supporting documentation complete.
	<ul style="list-style-type: none"> Private Works. 		<ul style="list-style-type: none"> Maintain existing client relationships. Respond to new requests for private works opportunities 	<ul style="list-style-type: none"> Work is proceeding satisfactorily in this area.

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Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
State Government Statutory Requirement	<ul style="list-style-type: none"> Develop Clarence Valley Integrated LEP 	DGM E&E	<ul style="list-style-type: none"> Draft LEP completed by December 2007 	<ul style="list-style-type: none"> Drafts of written instrument and mapping prepared and undergoing preliminary Government consultation.
Sustainable Growth Management Strategy	<ul style="list-style-type: none"> Develop Growth Management Strategy Review Clarence Valley Settlement Strategy 	DGM E&E	<ul style="list-style-type: none"> Complete draft Strategy by December 2007 Clarenza – draft LEP completed by March 2008 West Yamba – draft LEP & DCP completed by June 2008 Junction Hill – draft LEP completed by June 2008 	<ul style="list-style-type: none"> Draft Agreed Growth Area Mapping sent to Dept. Planning. Awaiting response and exhibition. Draft LEP prepared and sent to Dept. Planning seeking Section 65 Certificate. Awaiting response. Completed exhibition. SAwaiting review in context of draft Yamba Floodplain Management Study. Rezoning application lodged and under consideration.
	<ul style="list-style-type: none"> Develop Section 94 Plan 	DGM E&E	<ul style="list-style-type: none"> Draft plan on exhibition by March 2008 	<ul style="list-style-type: none"> User and community group surveys under preparation.
Coastal Zone Management Plan	<ul style="list-style-type: none"> Review Woolli Coastline Management Plan 	DGM E&E	<ul style="list-style-type: none"> Draft Management Plan completed by June 2008 	<ul style="list-style-type: none"> Preliminary site data collection underway.
Recreation & Community Facilities Strategy	<ul style="list-style-type: none"> Develop generic plans of management for Crown Reserves 	DGM E&E	<ul style="list-style-type: none"> Draft plans completed by June 2008 	<ul style="list-style-type: none"> Not commenced. Awaiting reappointment of specialised staff.
Quality Built Environment Strategy	<ul style="list-style-type: none"> Develop Quality Built Environment Strategy Provide an efficient development control service which meets statutory obligations 	DGM E&E	<ul style="list-style-type: none"> Complete draft Strategy by June 2008 Minimum 70% of Development Applications to be processed within 40 days, exclusive of “stop the clock” time. 	<ul style="list-style-type: none"> Not commenced Target currently being met
Asset management Strategy	<ul style="list-style-type: none"> Develop Council Building maintenance plans 	ASSETS	<ul style="list-style-type: none"> Complete conditions audits by June 2008 	<ul style="list-style-type: none"> Not commenced in reporting period. Awaiting appointment of Assets Coordinator. Assets Coordinator

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				appointed. Now need to develop strategy for condition audits. Strategy and proforma for condition assessments developed. Building assets being assessed first and strategy is in place to assess all minor buildings over the next year.
Strategic Business Plan – Sewerage Services	<ul style="list-style-type: none"> Implement Liquid Tradewaste Strategy 	DGM C&C	<ul style="list-style-type: none"> Staged implementation of best practice pricing Undertake annual inspection & audit program 	<ul style="list-style-type: none"> In progress Inspections and auditing in progress
Water Strategic Business Plan	<ul style="list-style-type: none"> Develop reticulated water monitoring management Plan 	WATER CYCLE	<ul style="list-style-type: none"> Complete management plan by March 2008 Implement weekly monitoring program Action non compliance in accordance with management plan 	<ul style="list-style-type: none"> Development of plan has commenced, with initial focus on rural villages. Consultant engaged during December quarter to undertake a gap analysis and risk assessment in accordance with the Australian Drinking Water Guidelines (ADWG) framework. Risk assessment and Gap Analysis workshops undertaken in February, and final documents reported to Council in April Weekly monitoring undertaken during September, December, March and June reporting periods Non-compliances investigated and discussed with NSW Health.

5. ECONOMY

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
Clarence Valley Solid Waste Management Strategy	<ul style="list-style-type: none"> Implement CV Solid Waste Management Strategy Actions 	DGM E&E	<ul style="list-style-type: none"> Rehabilitate Copmanhurst Landfill and construct transfer station by June 2008 	<ul style="list-style-type: none"> Design in progress
			<ul style="list-style-type: none"> Upgrade Glenreagh Transfer Station by 30.06.08 	<ul style="list-style-type: none"> Not commenced.
			<ul style="list-style-type: none"> Implement Best Practice Pricing Principles for 2007/08 	<ul style="list-style-type: none"> Best practice pricing being implemented.
			<ul style="list-style-type: none"> Complete comprehensive waste audit by 30.06.08 	<ul style="list-style-type: none"> Audit postponed till after June 2008.
			<ul style="list-style-type: none"> Develop sustainable purchasing policy by 30.06.08 	<ul style="list-style-type: none"> In progress. Participating in LGSA Sustainable Choice program as adopted by Council in February 2008
			<ul style="list-style-type: none"> Develop planning controls for construction and demolition industry by 30.06.08 	<ul style="list-style-type: none"> In progress. No further action in reporting period.
			<ul style="list-style-type: none"> Undertake greenhouse gas reduction study by 30.06.08 	<ul style="list-style-type: none"> Not commenced
			<ul style="list-style-type: none"> Develop one new waste transfer facility at either Iluka or the Woolli / Minnie Water area by 30.6.08 	<ul style="list-style-type: none"> Planning in progress for WTS at Minnie Water. Initial work at Minnie Water site completed
			<ul style="list-style-type: none"> Implement Waste Education Plan 	<ul style="list-style-type: none"> In progress. Grafton/Maclean shows undertaken with strategic plan consultation and development.
			<ul style="list-style-type: none"> Implement Regional Landfill Environmental Management Plan 	<ul style="list-style-type: none"> In progress. Augmentation work has commenced with staff being seconded

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
			31.12.07	to manage augmentation project
Implement fleet management for heavy fleet.	<ul style="list-style-type: none"> Implement fleet management system as a staged process 	F&S	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Implementation of Ausfleet fleet management system well advanced. Validity of data currently being checked and training for required staff planned.
Efficient replacement and operation of heavy fleet	<ul style="list-style-type: none"> Plant replaced in accordance with plant replacement program and budgeted amount. 	OPS	<ul style="list-style-type: none"> Operations undertaken within budgetary constraints 	<ul style="list-style-type: none"> Plant replacement program has been reviewed and altered to match available funds. Program will be monitored throughout the 2008/2009 financial year.
Efficient Replacement and operation of light fleet	<ul style="list-style-type: none"> Plant replaced in accordance with plant replacement program and budgeted amount. 	F&S	<ul style="list-style-type: none"> Operations undertaken within budgetary constraints 	<ul style="list-style-type: none"> Replacement program operational.
Develop a strategy for rationalisation of Council's office space	<ul style="list-style-type: none"> Complete review of existing Council office space. 	ASSETS	<ul style="list-style-type: none"> Strategy Completed by 30/6/08 	<ul style="list-style-type: none"> Plans for some relocations of staff are under way and quotes have been obtained for the minor building alterations required.
	<ul style="list-style-type: none"> Complete rationalization of Council office space. 	ASSETS	<ul style="list-style-type: none"> Vacate 15 Prince Street offices by 30 November 2009 Vacate 9 Duke Street offices by 31 December 2010 	<ul style="list-style-type: none"> Work has commenced to accommodate staff in Copmanhurst building.
Develop a strategy for rationalisation of existing stores and depots	<ul style="list-style-type: none"> Complete review of existing depots and store operations. 	OPS / F&S	<ul style="list-style-type: none"> Strategy Completed by 30/6/07 	<ul style="list-style-type: none"> Review of existing depots has commenced.
Develop consistent quarry management and safety procedures	<ul style="list-style-type: none"> Quarry Safety and Management Plans completed operations within contractual 	OPS	<ul style="list-style-type: none"> Completed by 30/6/07 	<ul style="list-style-type: none"> Quarry Safety and Management Plans completed for all Council owned and

Clarence Valley Council

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
for all existing pits.	obligations.			operated pits.
Meet contractual obligations with the RTA for the maintenance of the Bluff Point Ferry.		OPS	<ul style="list-style-type: none"> Contractual obligations met. 	<ul style="list-style-type: none"> All contractual obligations met to date.
Clarence Valley Economic Development Strategic Plan adopted June 2006	<ul style="list-style-type: none"> Assessment of marine industry cluster development needs and requirements 	DGM E&E	<ul style="list-style-type: none"> Assessment completed by May 2008 	<ul style="list-style-type: none"> Not commenced.
	<ul style="list-style-type: none"> Enhanced investment in business and industry in the Clarence Valley 		<ul style="list-style-type: none"> Investment prospectus developed by August 2007 Web content completed by August 2007 	<ul style="list-style-type: none"> Completed and launched.
				<ul style="list-style-type: none"> Results tracking via Economic Monitor published December 2007 & June 2008
Clarence Valley Economic Development Strategic Plan adopted June 2006	<ul style="list-style-type: none"> Increased new resident relocation in the Clarence Valley linked to skills and investment programs 	DGM E&E	<ul style="list-style-type: none"> Participation or support for Clarence Valley presence at 4 targeted consumer, trade and investment events by June 2008 	<ul style="list-style-type: none"> Council provided both collateral and staff as part of the Clarence Valley presence at 2007 Country Week in Sydney during August. Participated in Live the Dream Sydney based media promotion of regional NSW in August 2007. Council provided marketing, staff and event assistance in the hosting of the Northern Rivers Business Roadshow in both Grafton and Yamba during August 2007. Promotion of the Clarence Valley in a range of lifestyle, business and in-flight publications to raise awareness

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				of the region as an investment and relocation destination.
			<ul style="list-style-type: none"> Enquiry tracking and reporting system in place by August 2007 	<ul style="list-style-type: none"> Completed.
	<ul style="list-style-type: none"> Assessment of commercial potential for the development of bio-fuel production plant and analysis of the critical commercial factors of a range of re-use options including renewable energy 	DGM E&E	<ul style="list-style-type: none"> Feasibility and investment prospectus completed May 2008 Private sector investment forum held by June 2008 	<ul style="list-style-type: none"> Prospectus under development. Noted for action upon completion of the prospectus.
	<ul style="list-style-type: none"> Facilitate export industry growth for identified sectors of core competitive advantage 	DGM E&E	<ul style="list-style-type: none"> Targeted trade delegations hosted in partnership with industry Export development training program conducted by April 2008 	<ul style="list-style-type: none"> Noted for action. Program under development, consultation commenced with Dept State & Regional Development.
	<ul style="list-style-type: none"> Facilitate awareness and recognition of regional produce with food and restaurant sector 	DGM E&E	<ul style="list-style-type: none"> Marketing and education campaign completed by March 2008 	<ul style="list-style-type: none"> Clarence growers and producers network established. Two capacity building workshops completed with the network addressing marketing, distribution, packaging, labeling and building brand awareness. Gate to Plate event sponsored.
	<ul style="list-style-type: none"> In partnership with industry association develop a sugar industry investment prospectus 	DGM E&E	<ul style="list-style-type: none"> Series of investment options developed and accepted by industry by May 2008 Industry association takes leadership in on-going prospectus delivery program 	<ul style="list-style-type: none"> Sustainable Regions Programme grant funding secured. Draft report completed and with CV growers for comment. Project scheduled for completion July 2008. Awaiting completion of project.
	<ul style="list-style-type: none"> Determine the most viable option for the development of a transport hub capitalising on the significant location advantages offered by the intersection of 	DGM E&E	<ul style="list-style-type: none"> Feasibility completed by May 2008 	<ul style="list-style-type: none"> Sustainable Regions Programme grant funding secured. Project scheduled for completion August 2008.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	highway and rail networks at Grafton		<ul style="list-style-type: none"> Private sector investment form held by June 2008 	<ul style="list-style-type: none"> Noted for action pending outcome of feasibility.
	<ul style="list-style-type: none"> Implementation of skilling the workforce action plan for marine, electro-technology, retail and timber sectors 	DGM E&E	<ul style="list-style-type: none"> Delivery models developed and agreed by industry and education providers for commencement by 2008 school year 	<ul style="list-style-type: none"> Completed. CareerLink in marine services and electro-technology developed and introduced first term of 2008 to four Valley high schools. Clarence Education Industry Forum group continuing to meet on a bi-monthly basis to progress the CareerLink initiative. Sustainable Regions Programme grant funding secured for the Clarence Valley Virtual Classroom. Virtual Classroom project scheduled for launch in October/November 2008. Introduction of first Clarence Valley summer school. Student graduation completed March 2008 with 57 students participating in the inaugural program. Education Forum conducted in partnership with Southern Cross University in March 2008. CareerLink pathways for 2009 in retail and business services established and marketing commenced with students and valley businesses. CareerLink web portal established as a reference base for all Forum

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				<p>projects.</p> <ul style="list-style-type: none"> • Consultation with timber sector scheduled for August 2008.
	<ul style="list-style-type: none"> • Maximise community and visitor access to the natural and cultural values of the region 	DGM E&E	<ul style="list-style-type: none"> • Clarence River Way Masterplan Stage 1 complete by June 2008 	<ul style="list-style-type: none"> • Australian Tourism Development Programme funding secured to undertake stage 1 master planning. Grant accepted by Council. Consultant appointed in December 2007. • Industry/community survey conducted, stakeholder consultation completed, 3 focus group sessions completed. Visitor survey completed, and market profile developed. • Project web page developed. • Draft Clarence River Way master plan scheduled for completion and reporting to Council in October 2008.
			<ul style="list-style-type: none"> • 3 private sector investment opportunities identified 	<ul style="list-style-type: none"> • Funding secured from the Dept of State & Regional Development to develop investment options paper for Clarence River Way. Project scheduled for completion in December 2008.
	<ul style="list-style-type: none"> • Enhanced communications with business, industry and investment stakeholders 	DGM E&E	<ul style="list-style-type: none"> • 6 EDU newsletters prepared and distributed 	<ul style="list-style-type: none"> • Completed. 16 economic development e-news communications prepared and distributed to more than 700 business,

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				industry and agency stakeholders.
			<ul style="list-style-type: none"> Continual updating and expansion of information hosted in economic development section of Council's web site 	<ul style="list-style-type: none"> Web based Clarence investment gateway and relocation assist program developed and launched on www.clarence.nsw.gov.au
			<ul style="list-style-type: none"> 4 community newsletters prepared and distributed 	<ul style="list-style-type: none"> Completed. 4 CVC community newsletters prepared and distributed with rate notices.
	<ul style="list-style-type: none"> Measure and monitor economic growth and development 	DGM E&E	<ul style="list-style-type: none"> 2 economic monitors prepared and distributed 	<ul style="list-style-type: none"> Completed.
	<ul style="list-style-type: none"> Provide strategic framework for commercial enterprise development within the Clarence Valley 	DGM E&E	<ul style="list-style-type: none"> Development and adoption of commercial lands strategy by June 2008 	<ul style="list-style-type: none"> Consultants commissioned to prepare precinct plan for South Grafton. Scheduled for completion in October 2008.
	<ul style="list-style-type: none"> Strengthen awareness of the Clarence Valley as a conference and meeting destination 	DGM E&E	<ul style="list-style-type: none"> 60% of local venue stakeholders participate in development training 20% increase in conference business enquiry and 8% increase in conversion 	<ul style="list-style-type: none"> Completed. Capacity building program developed in association with Meetings & Events Australia. Workshop completed with Clarence Valley meeting venue operators in June 2008. Conference bids prepared for 2009 Water Management Conference and 2009 Catchment Management Authority State Conference and Landcare Awards.
	<ul style="list-style-type: none"> Local servicing and export industry land demand needs assessed and supported by 25 year Industrial Lands Strategy 	DGM E&E	<ul style="list-style-type: none"> Strategy adopted by Council by July 2007 	<ul style="list-style-type: none"> Completed. Clarence Valley Industrial Lands Strategy adopted by Council in November 2007.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Implementation of recommended actions commenced 	DGM E&E	<ul style="list-style-type: none"> Rezoning of identified sites commenced 	<ul style="list-style-type: none"> Awaiting adoption of the Mid North Coast planning strategy.
Events & Festivals Development Program	<ul style="list-style-type: none"> Enhanced contribution made by festivals and events to the economy and well being of the community 	DGM E&E	<ul style="list-style-type: none"> Wider audience attendance, increased economic benefit and growth in the profile of local area events 	<ul style="list-style-type: none"> Evaluation and outcomes system introduced. Thirty-one Council sponsored events estimated at \$9million in 2007/08. Events & Festivals training program (series of 5 workshops) completed, 80 event industry stakeholders participated in the program. Program co-funded with Dept State & Regional Development.
	<ul style="list-style-type: none"> Greater awareness of Council's contribution to and support of events in the Clarence Valley 	DGM E&E	<ul style="list-style-type: none"> Council recognised in event marketing, promotion and other media 	<ul style="list-style-type: none"> Meetings held with all council sponsored event representatives and the terms of council sponsorship defined as part of the 2007/08 donations policy program.
	<ul style="list-style-type: none"> Up-skilling of Community Event Committee stakeholders 	DGM E&E	<ul style="list-style-type: none"> Participation in training and development programs by 60% of event committees. Application of training outcomes in event organization measured through annual outcomes reporting 	<ul style="list-style-type: none"> Events & Festivals training program (series of 5 workshops) completed, 80 event industry stakeholders participated in the program.
	<ul style="list-style-type: none"> Streamline event and festival activity application process 	DGM E&E	<ul style="list-style-type: none"> 25% increase in application process efficiency 	<ul style="list-style-type: none"> Application process reviewed and revised system approved at Senior Executive meeting in March. Implementation commenced. New SEPP introduced.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Conduct review of events and festivals donation criteria 	DGM E&E	<ul style="list-style-type: none"> Two workshops completed and application/policy amended 	<ul style="list-style-type: none"> Completed.
	<ul style="list-style-type: none"> Enhanced marketing and profile of events and festivals through web based promotion 	DGM E&E	<ul style="list-style-type: none"> Increased audience attendance from local and broader regional catchment measured through annual outcomes reporting 	<ul style="list-style-type: none"> Event resource centre developed and launched on Council web site. Council sponsored events promoted and profiled as part of web portal. Outcomes reporting system introduced.
Community Economic Development Plans:- <ul style="list-style-type: none"> Glenreagh 2003 Grafton 2006 Iluka 2003 Maclean 2003 South Grafton 2006 Waterview/Eatonsville/Seelands 2003 Wooli/Minnie Water 2007 Yamba 2004 	<ul style="list-style-type: none"> Community and business engaged in community economic development programs 	DGM E&E	<ul style="list-style-type: none"> Priority projects determined and community working groups established. Not less than 2 projects in each locality progressed 	<ul style="list-style-type: none"> Wooli – Living on the Riverbank educational brochure developed and 1,000 distributed February 2008. Mail out to every Wooli ratepayer and distributed to Wooli businesses. Estate agents to place in holiday lettings. Grafton – Grafton Heritage Trail completed and launched in November 07. Winner National Heritage Trust Award March 08. Yamba – Planning for development of Yamba entrance statement commenced. Glenreagh – Entrance Sign construction complete and installed. In partnership with Glenreagh Progress Association, Community planning workshop conducted in November 07 (24 community members attended) and new Glenreagh CED Action Plan developed. GPA to auspice

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				implementation of Plan.
				<ul style="list-style-type: none"> Iluka – Visitor Information Centre established for Christmas holiday period. Iluka Explorer bus service established and operating during holiday periods. South Grafton – Business Directory in progress with strong participation from retail and commercial operators.
	<ul style="list-style-type: none"> Ensure communication on CED projects progress to working groups and community 	DGM E&E	<ul style="list-style-type: none"> Monthly CED newsletter distributed and available on council web 	<ul style="list-style-type: none"> Completed.
	<ul style="list-style-type: none"> Raise awareness of funding opportunities for community projects 	DGM E&E	<ul style="list-style-type: none"> Update content on council grants webpage and distribute information through established email networks 	<ul style="list-style-type: none"> Completed.
Community Economic Development Plans:-				
<ul style="list-style-type: none"> Grafton 2006 South Grafton 2006 	<ul style="list-style-type: none"> Coordinate progress of Skinner Street streetscape Masterplan 	DGM E&E	<ul style="list-style-type: none"> Stage one of Skinner Street streetscape Masterplan implementation commenced by February 2008 	<ul style="list-style-type: none"> Detail design prepared for public exhibition.
	<ul style="list-style-type: none"> Develop a strategy to assist with the integration of new professionals and businesses into the community 	DGM E&E	<ul style="list-style-type: none"> Collateral and support networks established for new professionals and businesses by December 2007 	<ul style="list-style-type: none"> Completed. Woolgoolga Neighborhood Centre delivering support services to Clarence Valley. CV Relocation Assist package developed and distributed in response to enquiries.
	<ul style="list-style-type: none"> Increased awareness of business and services available in the community 	DGM E&E	<ul style="list-style-type: none"> Directory of local businesses and services developed and distributed by December 2007 	<ul style="list-style-type: none"> South Grafton – Business Directory in progress with strong participation from retail and commercial operators.
Community Economic Development Plans:-	<ul style="list-style-type: none"> Conduct review of Glenreagh Community Economic Development Plan 	DGM E&E	<ul style="list-style-type: none"> Achievements recognized and new Glenreagh CED Action Plan 	<ul style="list-style-type: none"> Complete In partnership with Glenreagh

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
<ul style="list-style-type: none"> Glenreagh 2003 			developed by April 2008	Progress Association, Community planning workshop conducted in November 07 (24 community members attended) and new Glenreagh CED Action Plan developed. GPA to auspice implementation of Plan. New Plan distributed to community in December 07.
Community Economic Development Plans:- <ul style="list-style-type: none"> Iluka 2003 Maclean 2003 Yamba 2003 	<ul style="list-style-type: none"> Consult with Indigenous and wider community to develop an Indigenous signage policy 	DGM E&E	<ul style="list-style-type: none"> Policy adopted on indigenous signage 	<ul style="list-style-type: none"> Completed. Indigenous Signage Policy adopted by Council December 2007
	<ul style="list-style-type: none"> Increase awareness of business and services available in the community 	DGM E&E	<ul style="list-style-type: none"> Directory of local businesses and services developed and distributed by May 2008 	<ul style="list-style-type: none"> Maclean – Chamber of Commerce elected not to progress this project at this stage.
Community Economic Development Plans:- <ul style="list-style-type: none"> Wooli/Minnie Water 2007 	<ul style="list-style-type: none"> Enhance tourism experience in Woolli by developing a cycle/walk way along picturesque river and coastline 	DGM E&E	<ul style="list-style-type: none"> Woolli Bike Path commenced by December 2007 	<ul style="list-style-type: none"> Consultation with Indigenous community regarding identification and management of areas of cultural significance on-going.
Business Development Programs Business Retention and Expansion Survey 2005	<ul style="list-style-type: none"> Support business networking and development opportunities 	DGM E&E	<ul style="list-style-type: none"> Sponsorship of Business After Hours, Networking' Yamba, Clarence Ahead and other business networking events 	<ul style="list-style-type: none"> Completed. Council provided sponsorship for Networkn Yamba held 4 June 08 and Grafton Business After Hours held 18 June 08.
	<ul style="list-style-type: none"> Inform businesses of business development and training opportunities 	DGM E&E	<ul style="list-style-type: none"> Business Development Calendar on council web and updated monthly 	<ul style="list-style-type: none"> Council sponsored the June 2008 Clarence Ahead event. The initiative is being progressed at a northern rivers regional level by the Federal Govt Small Business Assistance Field Officer.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Support business development and training opportunities 	DGM E&E	<ul style="list-style-type: none"> Assist business agencies and departments to promote their events through developing and utilizing business data base 	<ul style="list-style-type: none"> Business data base developed and utilized to promote events. CV Home-Based Business Network established. HBB Speed-date and Showcase held Feb 08 with 12 businesses attending. Successful application to Dept State and Regional Development to co-host HBB event during HBB Week 2008 (May) with 28 businesses attending.
	<ul style="list-style-type: none"> Raise awareness of business assistance 	DGM E&E	<ul style="list-style-type: none"> Update content on council "business" webpage's and distribute information through established email networks 	<ul style="list-style-type: none"> Completed.
	<ul style="list-style-type: none"> Encourage agri and nature based tourism as an opportunity for income generation 	DGM E&E	<ul style="list-style-type: none"> Promote Stage Two of Farm and Nature Tourism Program through media, council web and business networks by June 2008 Stage two of the CV Farm and Nature tourism conducted by June 2008 	<ul style="list-style-type: none"> Completed. Farm and Nature Tourism Graduation held December 07. Four (4) CV participants graduated and proposals progressing to implementation.
Clarence Regional Livestock Selling Centre Business Plan	<ul style="list-style-type: none"> Review operating procedures to identify ways to improve service delivery and reduce operating costs 	ASSETS	<ul style="list-style-type: none"> Review completed by 30/06/2008 	<ul style="list-style-type: none"> Operating costs have been reduced via introduction of new trial waste management methods (soft floor). Additional savings will be achieved when facility is converted to full soft floor. Full conversion to soft floor is not considered viable until completion of capital works program (refer below). Soft floor trial being abandoned and dry cleaning of pens is used at present.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
	<ul style="list-style-type: none"> Undertake capital works program in line with capital works budget 07-08 Improve animal welfare 		<ul style="list-style-type: none"> Capital works program completed by 30/06/2008 Review existing animal welfare procedures to ensure compliance. Review to be completed by 30/06/2008 	<ul style="list-style-type: none"> Tenders called for replacement of an entire section of pens. Catwalks are not a priority in current phase of upgrade. Facility upgrade will increase these improvements in near future. Increased attention in maintenance of pens to ensure water supply in all pens and to ensure no injuries from pens rails. Pens will be taken out of service if unsuitable or unsafe.
Council's business undertakings make a positive contribution to the economy and provide support to local industries and enhance Council's financial position	<ul style="list-style-type: none"> Develop Business Plan for Grafton Regional Sports & Entertainment Centre 	ASSETS	<ul style="list-style-type: none"> Business Plan adopted by Council by June 2008 	<ul style="list-style-type: none"> The competing priority to establish new management contract of the facility is in its initial stage. Business Plan to be completed in conjunction with revised scope of activities. Tenders currently being assessed
	<ul style="list-style-type: none"> Review user surveys and implement changes to improve service delivery, provide additional sporting, cultural and entertainment activities 		<ul style="list-style-type: none"> Findings from user surveys reviewed and changes implemented by 30/06/2008 Review current contractor arrangements, update and call for expressions of interest by 31/12/2007 	<ul style="list-style-type: none"> Survey is completed and findings will be incorporated into Business Plan draft. Tenders are currently being evaluated and a decision is close. Additional activities are proposed by some.
	<ul style="list-style-type: none"> Develop Business Plans for Council's Residential and Commercial Properties 		<ul style="list-style-type: none"> Business Plans adopted by Council by June 2008 	<ul style="list-style-type: none"> Preliminary investigations completed of all residential and commercial properties to identify key maintenance and capital improve works program. Report of these investigations not yet located. Still to be found.
	<ul style="list-style-type: none"> Develop Business Plan for Clarence Valley Regional Airport 		<ul style="list-style-type: none"> Business plan adopted by Council by June 2008 	<ul style="list-style-type: none"> Review of existing airport master plan has been completed. Master plan to be updated to include provision of secured/covered car storage facility.

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
				<p>Report of this review not yet located. Still to be found.</p> <ul style="list-style-type: none"> Covered parking could not be justified at this stage.
Supplement and expand Council's income base through residential land development	<ul style="list-style-type: none"> Complete development of part vacant land at Coutts Crossing by 31/12/2007 	ASSETS	<ul style="list-style-type: none"> All services completed and plan of subdivision registered by 30/06/2008 	<ul style="list-style-type: none"> Investigations of estimate development costs and projected income from sales completed. Report of these investigations not yet located. Discussions commenced with local consultants to complete feasibility study and prepare DA. Report of these discussions not yet located. File located and drainage issues identified. Design of drainage works has commenced but DA not ready to commence till Sept 08.
	<ul style="list-style-type: none"> Prepare development plans for Stage 2 Baileys Estate, Junction Hill 	ASSETS	<ul style="list-style-type: none"> Development application lodged by 31/12/2007 	<ul style="list-style-type: none"> DA currently before Council.
Contribute positively to sustainable economic activity by the implementation of the Clarence Coast Reserve Trust Management Strategy	<ul style="list-style-type: none"> To improve profit levels from the operation of Council's Caravan Parks by the implementation of the Holiday Park Business Plans 	ASSETS	<ul style="list-style-type: none"> Achieve 6% revenue growth in 2007/08 financial result 	<ul style="list-style-type: none"> Poor summer weather reduced occupancy; final figures not yet available.
	<ul style="list-style-type: none"> Positive contribution to the maintenance and upgrading of the caravan parks and other Crown Reserves under management of the Reserve Trust 		<ul style="list-style-type: none"> Completion of the 2007/08 Works Program by 30 June 2008 	<ul style="list-style-type: none"> Park maintenance & upgrade programs progressing to target. Brooms Head Waste Water Improvement Program completed. Calypso amenities now out for tender.
	<ul style="list-style-type: none"> Develop an integrated marketing program for the parks under the Clarence Coast Holiday Parks banner 		<ul style="list-style-type: none"> To build on tourist site occupancy rates by 1% in the 2007/08 financial period 	<ul style="list-style-type: none"> Integrated web site being developed for all CVC caravan parks, but this year's occupancy rates were affected

Key Strategies	Targets	Responsibility	Indicators	Progress to 30/06/08
<p>Ensure the provision of a broad and equitable mix of holiday accommodation and recreation options at Council's Caravan Parks</p>	<ul style="list-style-type: none"> Provide guests with a quality combination of Holiday Park accommodation and recreation options by the implementation of the Holiday Park Business Plans 	ASSETS	<ul style="list-style-type: none"> Improvement of each parks AAA Tourism star rating with Caravan Industry of Australia accreditation assessment by 31 March 2008 	<p>by poor summer weather.</p> <ul style="list-style-type: none"> Business plan objectives progressing to target. Some improvement projects being planned; Calypso improvements initiated. Old amenities from Calypso to go to Minnie Water to improve facilities and so attractiveness.