

Operating Plan 2018-2019



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General Manager Message

The 2018-2019 Operating Plan is the summary of all the actions, programs and services that Council will deliver in the financial year. This program of work aims to meet the broad objectives set out by the Councillors in their 2017-2021 Delivery Program.

In the past 12 months Council has undergone a significant period of change. The organisation now has an entirely new Executive, and this is the first Operating Plan this team will deliver.

Over the 2018-2019 financial year we will continue to focus on improving the corporate systems and processes. We will be looking to deploy a range of new technologies both in the corporate and financial management systems but also for staff operating in the field. This investment will improve how quickly we can respond to community and government requests, how we store and prioritise information about the assets Council owns and how accurately our progress is reported.

As a team we will be accountable for making a measurable and positive difference in how the organisation responds to changes in Government legislation, community expectation and workforce management.

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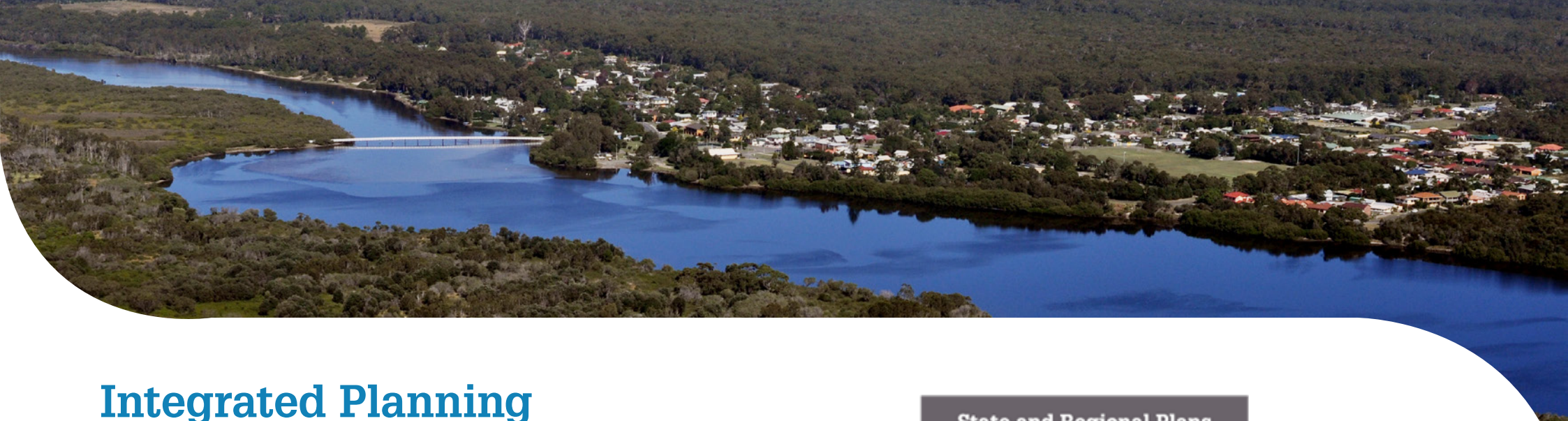
While much of the focus is on the Governance area of the organisation there will still be a huge amount of work carried out in improving our roads, bridges and recreational infrastructure. In each of these areas, as well as the water and sewer services, the Operational Plan outlines the specific improvements proposed for this financial year. Over \$10 million will be spent on refurbishing and maintaining the roads and bridges network, we'll continue to maintain sports fields and the areas 28 playgrounds, as well as progress major sewer projects at Stuarts Point and the Central Kempsey Wastewater Plant.

Grant funding assistance from other levels of Government remains a critical source of income that will allow us to deliver on the Council's vision for the Macleay. We will invest resources in preparing designs and quality submissions to secure funding for new and improved infrastructure. This will be particularly important to help implement the Macleay Valley Sports Strategy and create quality playgrounds, toilet blocks and cultural programs. Council will also continue to help community groups and organisations monitor and respond to grant opportunities.



On behalf of the staff of Kempsey Shire Council I'm excited about the improvements we will make in the year ahead, not just to the way the organisation operates but to the Macleay Valley as a whole.

Craig Milburn
General Manager



Integrated Planning and Reporting Overview

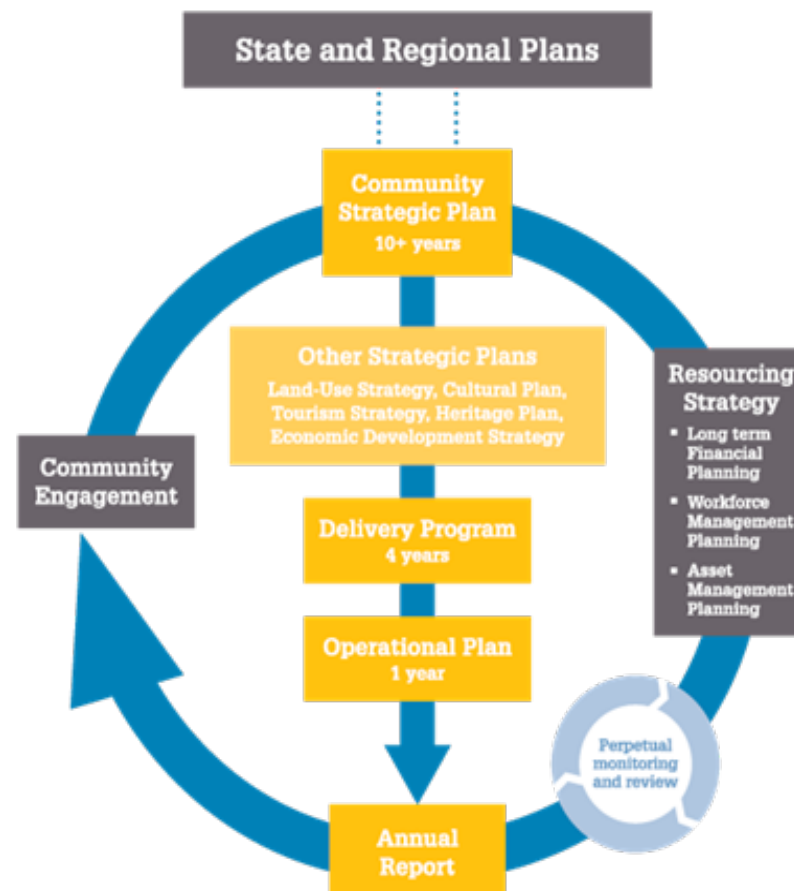
Integrated Planning and reporting (IP&R) legislation was introduced by the NSW State Government and requires all Councils to work with their community and develop a series of plans that capture long term visions and the role Council plays in meeting that vision.

Council has adopted Macleay Valley Community Strategic Plan 2036, which outlines the community's vision and aspirations over the longer term. The outcomes the community desires for the future are considered under four key themes of being Healthy, Wealthy, Connected and Safe.

Council's Delivery Program 2017-2021 and Operating Plan 2018-2019 have been structured to align with the themes, along with the objectives and strategies of the Community Strategic Plan 2036.

The Delivery Program sets out the objectives that Council will prioritise over the four-year term of the elected representatives. The Delivery Program is the Councillors vision for reaching the aspirations in the Community Strategic Plan.

This Operating Plan, along with the associated budget and fees and charges documents, sets out the main services, projects and activities that Council will deliver over the financial year.



Reading the document

The actions, service and programs council will deliver are arranged according to the key themes Healthy, Wealthy, Safe, Connected and Governance. Each action identifies performance measures, the type of funding required and the area of Council that will be responsible for delivery. The actions are aligned under the strategies and outcomes from Council's Delivery Program. At the conclusion of the public exhibition the final document will be prepared and include individual codes for all actions.

CODES:

- * Progressing these actions is dependent on successful applications for grant funding
- EL These actions are funded through the Environmental Levy. In late 2017 Council made an application to the Independent Pricing and Regulatory Tribunal to retain the Environmental Levy in addition to the base rate. Council will be advised on a determination regarding this application in mid-May 2018, which may impact whether these actions are carried out.

The document also contains financial overview with the income statement, balance sheet and cash flow statement included. More detailed financial information and long-term forecasts are included in the Long Term Financial Strategy.

Key to Abbreviations

APZ	Asset Protection Zone	KARG	Kempsey Airport Reference Group
AFZ	Alcohol Free Zone	L&EE	Leadership and Effective, Efficient Management
BBQ	Barbeque	MNC	Mid North Coast
CBD	Central Business District	NAIDOC	National Aboriginal Islander Day Observance Committee
CCTV	Closed Circuit Television	NCA	Non Current Assets
CZMP	Coastal Zone Management Plan	OLG	Office of Local Government
E&ESD	Ecological and Economic Sustainable Development	PAMP	Pedestrian Access Mobility Plan
EPA	Environmental Protection Agency	PID	Public Interest Disclosure
EP&A	Environmental Planning and Assessment	RFS	Rural Fire Service
GIPA	Government Information Public Access	RMS	Roads and Maritime Service
GP	General Practitioner	SCADA	Supervisory Control and Data Acquisition
ICT	Information Communications Technology	STP	Sewerage Treatment Plant
IPART	Independent Pricing and Regulatory Tribunal	WAP	Weed Action Program
		WTP	Water Treatment Plant

2018-2019 Budget Statement

Rates and Annual Charges – local taxes levied by Local Government based on the value of the property

User Charges and Fees – a cost made in relation to a specified service provided by Council

Interest Received – from financial institutions on Council investments

Grants – from other levels of government to assist in providing Council services

Contributions – charged to developers etc. towards providing Council services

Other revenues - other income

Operating Result – The balance of income vs expenditure. When this figure is nil Council has a balanced budget which means its sources of income for the year equals its expenditure for the year

Operating Statement

	General \$'000	Water \$'000	Sewer \$'000	Total \$'000
Income from Continuing Operations				
Rates & Annual Charges	23,685	4,126	10,801	38,613
User Charges & Fees	8,161	6,961	1,100	16,222
Interest & Investment Revenue	928	111	25	1,065
Operating Grants & Contributions	9,860	384	123	10,367
Capital Grants & Contributions	3,039	380	2,808	6,227
Other Revenues	48	-	-	48
Total Income from Continuing Operations	45,722	11,963	14,857	72,542
Expenses from Continuing Operations				
Employee Benefits & On-Costs	17,362	1,992	1,884	21,238
Borrowing Cost	317	1,533	1,047	2,897
Materials & Contracts	7,251	4,220	4,681	16,151
Depreciation & Amortisation	14,343	5,603	4,264	21,211
Other Expenses	2,832	511	531	3,874
Total Expenses from Continuing Operations	42,105	13,860	12,406	68,371
Operating Result from Continuing Operations	3,617	(1,897)	2,451	4,171
Net Operating Result before Capital Grants & Contributions	578	(2,277)	(357)	(2,056)

Employee Costs – all costs related to employees including wages and salaries, workers compensation, employee leave entitlements, superannuation, fringe benefits taxation, payroll taxation and travelling but not including employee costs associated with asset construction.

Materials and Contracts – includes all materials and contracts used in delivering operational activities.

Depreciation – the estimated amount that Council's assets will deteriorate in the financial year

Borrowing Costs – interest paid on loans

Other Expenses – includes all sundry expenses not broken down above



HEALTHY



Community Strategic Plan Objectives

- Having health that allows people to do the things they enjoy
- Having health that does not limit people from earning a living
- Not suffering from ill health
- Living a long and fulfilling life
- Living in a healthy environment
- The environment being in a healthy state

Delivery Program Strategies

- (HS-01) Plan for and provide infrastructure that encourages and allows for active lifestyles
- (HS-02) Provide education around healthy lifestyles
- (HS-03) Restore damaged environments and remove environmental threats
- (HS-04) Use planning controls to ensure that environmental impacts do not negatively affect lifestyle
- (HS-05) Minimise risks to the community's health

COMMUNITY VALUES BEING HEALTHY

HS-01	Delivery Program Strategy: Plan for and provide infrastructure that encourages and allows for active lifestyles
	Delivery Program Outcome: Potable Water Provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Provide drinking water to the community via 12,030 connections	No more than 2% of water quality monitoring tests exceed the Australian Drinking Water Guidelines associated with human health	Annual	Water Fund	Water Services
	Deliver the planned maintenance program across water infrastructure network	No more than two unplanned interruptions per customer per annum	Annual	Water Fund	Water Services
	Respond to unplanned repairs and faults across water infrastructure network	Respond to 100% of water infrastructure failures within two hours	Responsive	Water Fund	Water Services
	Renew aged water mains across water infrastructure network	Annual renewal of minimum 2.5km of mains according to asset management plan	Annual	Water Fund Capital	Water Services
	Refurbish pumping stations across water infrastructure network including; - Sherwood Borefield Bore 11 electrical controls, Hat Head WTP transfer pumps - South West Rocks WTP transfer pumps	Refurbishment delivered according to asset management plan	Annual	Water Fund Capital	Water Services
	Continue expansion and development of the new SCADA system	Completed system delivers real time monitoring, reporting and pre-emptive fault notification	Annual	Water Fund Capital	Water Services

HS-01	Delivery Program Strategy: Plan for and provide infrastructure that encourages and allows for active lifestyles
	Delivery Program Outcome: Potable Water Provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Renew access facilities for reservoirs	Hatches and ladders replaced at two reservoirs	Annual	Water Fund Capital	Water Services
	Replace chlorine disinfection at Steuart McIntyre Dam	Construction to be carried out between 2018-2020 financial years	Carry-over	Water Fund Capital	Water Services
	Install and commission fluoridation equipment at Steuart McIntyre Dam	Construction to be carried out between 2018-2020 financial years	Carry-over	Dept. of Health	Water Services
	Continue education program, including community and school support, to improve awareness of water saving measures	Maintain existing water consumption levels across the shire	Annual	Water Fund	Water Services
	Upgrade water quality instrumentation	Upgrade completed at Hat Head Water Treatment Plant	Annual	Water Fund	Water Services
	Implement the water meter replacement program	Minimum 800 replacements across the Shire	Annual	Water Fund Capital	Water Services
	Provide water quality security to Sherwood Borefield	Buffer zone established between agricultural and pumping land uses	Carry over	Water Fund Capital	Water Services
	Construct new Crescent Head Water Treatment Plant	Construction carried out between 2018-2020 financial years	Carry over	Water Fund Capital	Water Services

HS-01	Delivery Program Strategy: Plan for and provide infrastructure that encourages and allows for active lifestyles
	Delivery Program Outcome: Potable Water Provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Construct new Willawarrin Water Treatment Plant	Construction carried out between 2018-2020 financial years	Carry over	Water Fund Capital	Water Services
	Commence supply and education regarding accessing water from the South West Rocks Water Recycling System	Recycling plant in full production and approved by NSW Health from June 2019	Carry over	Water Fund Capital	Water Services
	Expansion of South West Rocks Water Treatment Plant	Increased capacity and water production cost savings	New	Water Fund Capital	Water Services
	Review Strategic Plan for major water infrastructure renewal and augmentation	Increased capacity, better integration for drought security and water production cost savings	New	Water Fund Capital	Water Services
	New water supply trunk mains including; South West Rocks eastern trunk main and Aldavilla (Airport to MNC Correctional Centre)	Provide capacity for new development areas and/or improved capacity for existing areas	New	Water Fund Capital	Water Services
	Design and construct motorised valve site for Greenhills to Potters Reservoir automated transfer	Potters Hill Reservoir feeds automatically from Greenhills Res when Steuart McIntyre Dam is off-line	New	Water Fund Capital	Water Services

HS-01	Delivery Program Strategy: Plan for and provide infrastructure that encourages and allows for active lifestyles
	Delivery Program Outcome: Sporting fields and facilities provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Deliver the planned maintenance program across all Council owned sports fields including mowing, initial line marking and amenity cleaning	90% maintained on a weekly basis Facilities are available for participation 90% of the time	Annual	Operating Budget	Recreation
	Develop and implement sports fields renewal program to upgrade lights, irrigation and drainage across facilities.	Program developed and costed	Annual	Operating Budget	Recreation
	Set-up Macleay Valley Sports Council as per adopted Macleay Valley Sports Strategy	Develop terms of reference, membership and commence meeting and reporting schedule	Carry-over	Operating Budget	Recreation
*	Improve the Central Kempsey Sports Precinct according to the Masterplan and Macleay Valley Sports Strategy. Improvements include lighting and central clubhouse.	Complete grant funding applications using Masterplan. Improvements delivered as funding confirmed	Carry-over	Operating Budget / Grant	Recreation
*	Finalise Masterplan for an additional sporting facility in South West Rocks to then seek grant funding	Masterplan adopted, and grant applications submitted	Carry-over	Operating Budget / Grant	Recreation
*	Seek grant funding to deliver expanded sports complex at Phillip Drive South West Rocks, including new lighting and clubhouse facility.	Complete relevant grant submissions.	Carry-over	Grant	Recreation

HS-01	Delivery Program Objective: Plan for and provide infrastructure that encourages and allows for active lifestyles
	Delivery Program Outcome: Play facilities are provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Deliver the playground inspection and maintenance program	28 playgrounds inspected and maintained monthly	Annual	Operating Budget	Recreation
	Complete the design for replacement of the Stuarts Point Playground	Community engaged in design and delivery of playground replacement	Carry-over	Operating Budget	Recreation
	Develop detailed designs and engage the community in redevelopment plans for the foreshore day visitor area, as identified in the Crescent Head Masterplan	Construction commenced by June 19	Carry-over	Reserves/ Borrowing	Recreation

HS-01	Delivery Program Objective: Plan for and provide infrastructure that encourages and allows for active lifestyles
	Delivery Program Outcome: Footpaths are provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Respond to critical footpath repairs according to risk evaluation	High risk hazards fixed within three months, medium risk within six months	Responsive	General Fund	Transport
	Deliver footpath refurbishment program according to prioritised risk data; • Rudder/Bissett Streets (East Kempsey) • Macleay Valley Way at traffic bridge (East Kempsey) • Kinchela Street both sides - Macleay St to Darkwater St (Gladstone) • Cannane Street/Rawson Street intersection (Smithtown) • Cannane Street/Belmore Street intersection (Smithtown) • Marine Parade, Ocean Avenue/Marine Parade shops (Stuarts Point)	Approximately 600 meters of refurbishment delivered at total value \$138,000	Annual	Revenue	Transport / Engineering works
*	Address pedestrian access issues identified as high priority treatments for year 3 delivery of the adopted Pedestrian Access Management Plan (PAMP)	Program volume dependent on RMS grant approval	Annual	General Fund/ Grants	Transport

HS-03	Delivery Program Objective: Restore damaged environments and manage removal of environmental threats
	Delivery Program Outcome: The impact of people on others is managed and regulated

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Manage environmental complaints or issues related to noise, water and air pollution as high priority under Protection of the Environment Offences Act.	90% of requests relating to environmental quality that may cause preventable harm to the environment responded to within five working days	Annual	Operating Budget	Environmental Health
	Ensure safety of buildings requiring annual fire safety certificates in accordance with EP&A Act	Maintain register of premises requiring annual self-certification and notify owners of due date.	Annual	Operating Budget / Fee for Service	Regulatory Compliance
	Manage the contract for the three-bin system domestic waste collection service	Service meets legislative requirements and contract terms	Annual	Waste Fund	Civic Services
	Finalise project plan and budget proposal to complete capping of old cell at Waste Management Centre according to EPA approval	Project approval achieved by December 2018	New	Waste Fund	Civic Services
	Develop and implement community waste education programs including three bin system, Recycling Week and MIDWASTE campaigns	Multiple techniques used to raise community awareness	Annual	Waste Fund	Civic Services
	Provide waste management facilities, including mobile facilities, across the Shire	- Daily landfill drop-off (except Christmas Day) - Domestic waste transfer stations at Crescent Head, South West rocks and Stuart's Point - Monthly mobile collections for problem waste	Annual	Waste Fund	Civic Services

HS-03	Delivery Program Objective: Restore damaged environments and manage removal of environmental threats
	Delivery Program Outcome: The stormwater drainage system is maintained

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Respond to critical stormwater drainage network issues	Delivered according to risk and impact	Responsive	Operating Budget	Engineering Works
	Deliver planned stormwater refurbishment and improvement program; • Athol Elliot Place SWR, replace 120 m of drainage • Athol Elliot Place SWR, replace 77m of pipe	Delivered by June 2019 to a value of \$52,000	Annual	Operating Budget	Engineering Works
	Expand underground stormwater network according to approved program; • Frederickton Trunk Drainage • John Street, Smithtown • Verge Street, Smithtown • Yaelwood Street, Kempsey	Delivered by June 2019 to a value of \$200,000	Annual program	Stormwater Levy	Transport / Engineering Works

HS-03	Delivery Program Objective: Restore damaged environments and manage removal of environmental threats
	Delivery Program Outcome: Estuary Eco-systems are managed and remediated

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Undertake water quality testing and monitoring of estuary areas to provide baseline data and remediation recommendations. Testing sites include; - beaches - on-site sewerage management systems - flood mitigation infrastructure - stormwater network - up-river village water supplies - up-river sewerage treatment facilities	- Monitor stream and beach quality weekly - Internal distribution of baseline data. - Audits conducted, and recommendations developed on areas of concern	Annual	Operating Budget	Natural Resources / Regulatory Compliance
	Implement regular maintenance program for environmental areas that have previously been remediated including; - Boyers Lane - Gills Creek - Jerseyville Park	Act to eradicate any reinfestation in target areas	Annual	Operating Budget	Natural Resources
EL	Implement Gills Creek Plan of Management including riparian enhancement program and investigation of Biodiversity Certification of the site	Completed June 2019	New	Environmental Levy	Natural Resources
	Maximise usage of Boyters Lane wetlands through regular maintenance, completing construction of walkway, designing and implementing education program	- Existing access maintained - Three school groups approached annually	Annual	Operating Budget	Natural Resources

HS-03	Delivery Program Objective: Restore damaged environments and manage removal of environmental threats
	Delivery Program Outcome: Estuary Eco-systems are managed and remediated

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
* EL	Upgrade Macleay River Coastal Zone Management Plan to comply with NSW Government legislation changes and develop new Coastal Zone Management Program.	Stage 1 of upgrade completed by June 2019	Annual	Environmental Levy / Grant	Natural Resources
* EL	Implement new actions from Kempsey Shire Coastal Zone Management Plan including, - Investigating rate of coastal recession due to sea level rise - Dune monitoring in Hat Head	Preventative and adaptive measures developed	Carry-over	Environmental Levy / Grant	Natural Resources
* EL	Continue implementing exiting Coastal Zone Management Plan actions focusing on hazards, erosion and inundation in target areas of Saltwater Creek and Korogoro Creek.	- Lower Macleay Flood Study completed by October 2018 - Funding sought to construct erosion control SWR Surf Lifesaving Club. - Funding sought for Saltwater Creek	Carry-over	Environmental Levy / Grant	Natural Resources
EL	Implement Macleay River Estuary Coastal Zone Management Plan including improvements to water quality; continued erosion control projects and priority habitat protection works	Achieve certification as result of review of CZMP	Annual	Environmental Levy	Natural Resources

HS-03	Delivery Program Objective: Restore damaged environments and manage removal of environmental threats
	Delivery Program Outcome: Estuary Eco-systems are managed and remediated

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
EL	Implement Korogora Creek Estuary Management Plan	Water quality monitored and reported	Annual	Environmental Levy	Natural Resources
EL	Implement Saltwater Creek Estuary Management Plan	Water quality monitoring conducted	Annual	Environmental Levy	Natural Resources
EL	Implement Killick Creek Estuary Management Plan	Water quality monitoring conducted	Annual	Environmental Levy	Natural Resources
EL	Seek grant funding to implement Level 1 actions from Rudder Park Flying Fox Camp Management Plan	Funding sought and if successful detailed implementation plan developed	Annual	Grant / Environmental Levy	Natural Resources
*	Deliver instrumentation and communication upgrades to two Flood monitoring sites	Two sites upgraded and connected to Council's ClearSCADA system	Annual	Grant / Water Fund	Water Services

HS-03	Delivery Program Objective: Restore damaged environments and manage removal of environmental threats
	Delivery Program Outcome: The environmental and economic impact of noxious weeds is minimised

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Inspect high priority sites to control spread of high priority weed species, in accordance with Biosecurity Act.	- Meet Weed Action Plan (WAP) requirement to inspect 1,000km roads and paths - Provide four community education programs per year	Annual	Operating Budget	Regulatory Compliance

HS-03	Delivery Program Objective: Restore damaged environments and manage removal of environmental threats
	Delivery Program Outcome: The environmental and economic impact of noxious weeds is minimised

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Minimise high priority weed species infestations on private rural properties	• Meet Weed Action Plan (WAP) requirement to inspect 800 private rural properties. • Where high priority species identified 75% of owners to enter an undertaking with Council	Annual	Operating Budget	Regulatory Compliance
EL	Develop and implement Environmental Management Program to treat and eradicate high priority weed species on Council roads	• Identify key roads in need of treatment • Eradicate High Priority Species on Stuarts Point Road	New	Environmental Levy	Regulatory Compliance

HS-04	Delivery Program Objective: Use planning controls to ensure that environmental impacts do not negatively affect lifestyle
	Delivery Program Outcome: Sustainable development is planned for

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Undertake development assessment and certification activities transparently, efficiently and in accordance with legislation	85% of development applications approved in 30 days 90% of construction certificates processed in 30 days 85% of subdivision and strata certificates processed in 21 days	Annual	Operating Budget	Development Assessment
	Monitor and act as appropriate to ensure compliance with development approvals	Undertake 120 development compliance audits per year	Annual	Operating Budget	Development Assessment
EL	Review Local Environmental Plan in response to legislative changes and make 'housekeeping adjustments'	Revisions proposed, adopted and implemented by June 2019	Annual	Environmental Levy	Strategic Planning & Natural Resources
EL	Implement the Rural Residential Land Release Strategy including; - Investigation of further issues and completion of South Kempsey Planning Proposal - Continue Verges Creek Planning Proposal - Finalise Kundabung Planning Proposal - Finalise Dulconghi Planning Proposal	Completed in estimated eight to sixteen months duration and incrementally reported to Council.	Annual	Environmental Levy	Strategic Planning & Natural Resources
EL	Implement the Residential Land Release Strategy for South West Rocks to increase supply of residential land	Commence site specific study and finalise by December 2018	Carry over	Environmental Levy	Strategic Planning & Natural Resources

HS-04	Delivery Program Objective: Use planning controls to ensure that environmental impacts do not negatively affect lifestyle
	Delivery Program Outcome: Sustainable development is planned for

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
EL	Prepare Biodiversity Strategy	- Conduct Shire wide mapping of biodiversity and vegetation - Develop mechanism for protection of high diversity areas	Carry-over	Environmental Levy	Strategic Planning
EL	Rescope proposed Residential Land Release Strategy to use information from Bio-diversity Strategy to draft rural residential, residential and industrial components	Rescope and report revised approach by December 2018	Carry-over	Environmental Levy	Strategic Planning
EL	Rescope proposed Rural Lands Strategy to include information from Bio-diversity Strategy	Rescope and report revised approach by December 2018	Carry-over	Environmental Levy	Strategic Planning
EL	Implement actions from Crescent Head Masterplan including review of planning controls and Residential Land Release Strategy to increase supply of residential land	- Resolve residential constraints on Crescent Head to complete - Conduct planning review by June 2019 and report to Council	Carry-over	Environmental Levy	Strategic Planning
EL	Complete Frederickton Local Environmental Plan including progressing re-zoning and completing Local Environmental Plan amendment	Completed June 2019	Carry-over	Environmental Levy	Strategic Planning

HS-04	Delivery Program Objective: Use planning controls to ensure that environmental impacts do not negatively affect lifestyle
	Delivery Program Outcome: Sustainable development is planned for

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Prepare Development Control Plan to finalise Local Environmental Plan for South Kempsey	Completed June 2019	Carry-over	Operating Budget	Strategic Planning
EL	Review Kempsey Development Control Plan 2013	Final Report to Council	Carry-over	Environmental Levy	Strategic Planning
EL	Complete pending chapter in Kempsey Development Control Plan 2013, regarding Eco Tourism	Chapter completed June 2019	New	Environmental Levy	Strategic Planning
EL	Review Flood Risk Management Strategy including preparation of planning controls based on flood studies	Completed June 2019	Carry-over	Environmental Levy	Strategic Planning
	Review the 10-year plan to consider priority actions from the 2015 Council resolution and document any alterations	Review completed by December 2018	New	Operating Budget	Strategic Planning
	Develop a project plan and actions to review legislative changes to the Environmental Planning and Assessment Act 1979	Department of Planning timelines for implementation met as required	New	Operating Budget	Strategic Planning
	Plan and commence a shire wide Kempsey Local Environmental Plan review	Review implemented between 2018-2020	New	Operating Budget	Strategic Planning
EL	Continue review of Section 94 Developer Contribution Plan	Review completed and approved by IPART, reported to Council June 2019	Carry-over	Environmental Levy	Strategic Planning

HS-05	Delivery Program Strategy: Minimise risks to the community's health
	Delivery Program Outcome: Wastewater products removed from serviced areas

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Remove and treat wastewater products from 9,560 connections	90% of treated waste water is discharged within EPA licence limits	Annual	Sewer Fund	Water Services
	Deliver the planned maintenance program across sewer infrastructure network	No more than three unplanned interruptions per customer per annum	Annual	Sewer Fund	Water Services
	Respond to unplanned repairs and faults across sewer infrastructure network	Respond to wastewater service failures within two hours	Responsive	Sewer Fund	Water Services
	Continue expansion and development of the new SCADA system including; Design and construction of new free-standing communication mast at Gregory St South West Rocks	- Completed system delivers real time monitoring, reporting and pre-emptive fault notification - New free-standing communication mast at Gregory St South West Rocks designed and constructed - Upgrade PLC and SCADA connections to current ClearSCADA specification at South West Rocks Sewage Treatment Plant	Annual	Sewer Fund Capital	Water Services
	Renew aged sewer mains across sewer collection network	Annual renewal of minimum 2.5km of mains according to asset management plan	Annual	Sewer Fund Capital	Water Services

HS-05	Delivery Program Strategy: Minimise risks to the community's health
	Delivery Program Outcome: Wastewater products removed from serviced areas

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Refurbish pumping stations across sewer collection network including; - Gladstone #5 Sewer Pump Station - Hat Head #1 Pumping Station - local SCADA upgraded to current ClearSCADA specification	Refurbishment completed according to asset management plan	Annual	Sewer Fund Capital	Water Services
	Commence supply from the South West Rocks Water Recycling System and undertake stakeholder education	Recycling plant in full production and approved by NSW Health from June 2019	Carry over	Water Fund Capital	Water Services
	Upgrade surface aeration to pasveer channel at South West Rocks STP	Two rotary aeration units replaced	New	Sewer Fund Capital	Water Services
	Construct sludge lagoons at South West Rocks Sewage Treatment Plant	Construction carried out between 2018-2020 financial years	New	Sewer Fund Capital	Water Services
	Progress Stuarts Point Sewerage scheme	Design and construct the new scheme	Carry-over	Sewer Fund/ Grant/ User Fee	Water Services
*	Progress Central Kempsey Wastewater Treatment Works	Construct to provide increased capacity and cost savings	Carry-over	Sewer Fund/ Grants	Water Services
	Construct South Kempsey low pressure sewer reticulation system	Provide capacity for new development areas and/or improved capacity for existing areas	Carry-over	Sewer Fund	Water Services
	Construct South West Rocks western trunk main	Provide capacity for new development areas and/or improved capacity for existing areas	New	Sewer Fund	Water Services

HS-05	Delivery Program Objective: Minimise risks to the community's health
	Delivery Program Outcome: Public health risks are regulated

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Conduct public health inspections of private drinking water supplies not on town water, public swimming pools, skin penetration premises and cooling towers, back flow penetration and mixing valves in accordance with Public Health Act.	- Identify and develop register of inspection sites and inspect 90% of register. - Conduct annual compliance checks	Annual	Operating Budget / Fee for Service	Environmental Health
	Conduct public health inspections of onsite septic systems to minimise pollution to ground and waterways	Annual inspection of 100% high risk septic systems for compliance	Annual	Operating Budget / Annual septic charge	Environmental Health
	Implement a risk-based septic sites inspection program based on soil risk maps and validating systems.	- Validate 1,150 high risk systems - Implement program for 4,500 septic sites not classified as high risk	New	Operating Budget / Annual Septic Charge	Regulatory Compliance
	Implement Council's Swimming Pool Inspection Program	- Inspections undertaken within three business days of request or complaint - Pools within tourist, visitor or multi-occupancy developments are inspected once every three years	Annual	Operating Budget	Development Assessment

HS-05	Delivery Program Objective: Minimise risks to the community's health
	Delivery Program Outcome: Food related health risks are regulated

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Regulate food health risk by inspecting commercial food providers to ensure compliance with NSW Code and in accordance with the contract NSW Food Authority	• 95% of food premises inspected annually • Initial investigation of request for inspection to be done within five working days • Maintain register of food premises inspected annually	Annual	Operating Budget / Fee for Service	Environmental Health

HS-05	Delivery Program Objective: Minimise risks to the community's health
	Delivery Program Outcome: Animals do not create a nuisance or safety risk

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Provide ranger and local law enforcement services to ensure compliance with Companion Animal legislation	• 85% of stray dog complaints responded to within two working days • 85% of stray dogs/cats that have been contained collected within six hours • 95% of Ranger service issues responded to within five days • Maintain operations of Pound in accordance with Welfare Code of Practice No 5	Annual	Operating Budget / Fee for Service	Environmental Health



WEALTHY



Community Strategic Plan Objectives

- Earning enough money to afford the lifestyle that makes us happy
- Being able to afford the basics that improve our lives
- Having a rich and valuable culture
- Having a wealth of experience

Delivery Program Strategies

- (WS-01) Build a positive and strong community culture
- (WS-02) Encourage cultural development within the community
- (WS-03) Improve employment opportunities
- (WS-04) Increase formal education levels within the community
- (WS-05) Increase value of production

COMMUNITY VALUES BEING WEALTHY

WS-01	Delivery Program Strategy: Build a positive and strong community culture
	Delivery Program Outcome: Literacy increases supported through provision of library services

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Plan and deliver innovative library lending services and programs across the Shire that cater for new technology and a growing population	• Update resources including books and equipment • Increase library membership • Run author talks and youth events • Submit State Library reporting	Annual	Operating Budget	Library

WS-01	Delivery Program Strategy: Build a positive and strong community culture
	Delivery Program Outcome: A range of cultural opportunities and activities are delivered across the Shire

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Develop an Arts and Cultural Plan that outlines Councils role, funding opportunities and delivery partners	Plan adopted by June 2019	New	Operating Budget	Community Development
*	Seek grant funding to supplement delivery of cultural events including; • Live and Local • Small Halls Festival	• Four events across Shire • Event capacity of community groups increased	Annual	Operating Budget/ Grants	Community Development

WS-01	Delivery Program Strategy: Build a positive and strong community culture
	Delivery Program Outcome: A range of cultural opportunities and activities are delivered across the Shire

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Provide financial support and promotional assistance to Arts Mid-North Coast programs, events and networks opportunities	Increase participation and awareness in Macleay Valley	Annual	Operating Budget	Community Development
*	Seek grant funding to work with the Aboriginal community to honour and communicate cultural heritage through placemaking and public art.	• Complete Dunghutti Story Trail • Advocate for dual language signage • Grant funding sought	Carry-over	Grant / Operating Budget	Community Development

WS-02	Delivery Program Strategy: Encourage cultural development within the community
	Delivery Program Outcome: Community ownership of developing and running events increased

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Support community groups in accessing grant and funding opportunities through education and assistance.	• Minimum 10 groups supported • Three grant writing workshops	Annual	Operating Budget	Community Development
	Develop resources and toolkit to support community groups and Associations to deliver sporting and cultural events	• 10 groups supported • Resources and toolkit published	Annual	Operating Budget	Economic and Community Development
*	Work with education and service providers to expand on and promote key events including; • Seniors Week • Youth Week • NAIDOC • Reconciliation Week	• Six events supported • 10 community groups engaged	Annual	Grant / Operating budget	Community Development

WS-02	Delivery Program Strategy: Encourage cultural development within the community
	Delivery Program Outcome: Community ownership of developing and running events increased

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Provide local support to and promotion of national community awareness events and initiatives from other levels of Government such as International Women's Day, White Ribbon, Child Protection Week, Mental Health Awareness.	Promotion carried out for minimum of five initiatives.	Annual	Operating Budget	Community Development

WS-03	Delivery Program Strategy: Improve employment opportunities
	Delivery Program Outcome: Economic development to attract business and investment is provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
*	Supplement regional Economic Development Strategy with preparation of a Macleay Valley Economic Development Strategy	Strategy adopted by June 2019	Carry over	Revenue/ Grant	Economic Development
	Monitor conformance to the Kempsey Cinema Voluntary Planning Agreement and Federal Government grant conditions.	Cinema operational by July 2019	Carry over	Revenue/ Grant / Private	Economic Development

WS-03	Delivery Program Strategy: Improve employment opportunities
	Delivery Program Outcome: Increased tourist visitation is promoted

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Support tourism operators with actions from Destination Management and Marketing Plans including; • Visitor Information Guide • Website • social media • industry networking opportunities	• Website current • Facebook and Instagram usage increased • Tourism Industry Cluster meetings conducted	Annual	Operating Budget	Economic Development
	Operate Tourist Information centres in Kempsey and South West Rocks.	Both centres operating seven days a week using a combination of paid staff and volunteers.	Annual	Operating Budget	Customer Service
	Issue and manage Surf School licenses	Multiple operators retained	Annual	Income source	Economic Development

WS-05	Delivery Program Strategy: Increase value of production
	Delivery Program Outcome: Business performance of Council's commercial assets is maximised

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Provide a saleyards facility and implement Kempsey Regional Saleyards Business Plan including consideration of future expanded operating model.	• Capital works as per Business Plan carried over from 17-18 • Options for operating model reported to Council	Carry-over	Operating Budget/ capital	Economic Development

WS-05	Delivery Program Strategy: Increase value of production
	Delivery Program Outcome: Business performance of Council's commercial assets is maximised

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Contract the management and capital improvement of five Macleay Valley Coast Holiday Parks; • Grassy Head • Stuarts Point • Horseshoe Bay • Hat Head • Crescent Head	Facility operations, maintenance and capital improvements delivered according to contract	Annual	Reserves / private Revenue Contractor	Economic Development
	Lease the management and capital improvement of South West Rocks Tourist Park	Facility delivered according to lease terms	Annual	Operating budget/ Income generating	Economic Development
	Lease the management and capital improvement of Horseshoe Bay Kiosk	Facility delivered according to lease terms	Annual	Operating budget/ Income generating	Economic Development
	Provide an Airport facility and implement Kempsey Airport Masterplan	Facility operates according to legislative controls	Annual	Operating Budget	Economic Development
	Prepare Kempsey Airport Noise Management Plan and Fly Neighbourly Agreement for Kempsey Airport in conjunction with Kempsey Airport Reference Group. (KARG)	Fly Neighbourly Agreement adopted by June 2019	Carry-over	Operating Budget	Economic Development
	Operate, maintain and make improvements to Council's 11 cemeteries across the Shire	• Provide service according to legislative and customer requirements • Ensure cemeteries are maintained and well presented	Annual	Operating Budget	Community Development

WS-05	Delivery Program Strategy: Increase value of production
	Delivery Program Outcome: Returns from Agriculture are increased

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Deliver Macleay Valley Food Bowl project including; • capacity building workshops, • annual industry tour • promotion of investment guide	Program delivered and industry participation increased	Annual	Operating Budget	Economic Development
	Develop Sister City relationship	Sister City Agreement finalised	Carry-over	Operating Budget	Economic Development

WS-05	Delivery Program Strategy: Increase value of production
	Delivery Program Outcome: Transport network is provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Respond to critical sealed road repairs, primarily potholes across 603km network.	Two crews programmed according to risk, traffic volume and safety	Responsive	Operating Budget / Grants	Transport
	Deliver the sealed road network renewal and rehabilitation program; • Armidale Road (1.4km west of Turners Flat Road) • Airport Road (1.0km Sherwood Road to airport entrance) • Plummers Lane (1.0km Summer Island Road east) • Hat Head Road (0.6km east of South West Rocks Road) • Gowings Hill Road (0.7km Giblin Place to Mollies Way) • Middleton Street, 0.75km Railway bridge to Vernon Street) • Stuart Street, Kempsey (0.2km Belgrave Street to Forth Street) • Marine Parade, Stuarts Point (Nineteenth Avenue to Kimpton Street - 1.4km) • Betts Street, East Kempsey (Bissett Street to Gill Street - 0.4km) • Innes Street, East Kempsey (0.45km Bissett Street to Gill Street) • Belmore Street, Crescent Head (0.45km north of Pacific Street) • Hutcheson Street, Hat Head (0.45km Les Dunford Road to Mason Street) • Bay Street, Hat Head (0.6km Mason Street to Myrtle Street)	Delivered by June 2019 to a value of \$4.36m	Annual	Operating Budget /Grants	Transport

WS-05	Delivery Program Strategy: Increase value of production
	Delivery Program Outcome: Transport network is provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Respond to sealed road network repairs including signage, vegetation management and linemarking	One crew programmed according to risk, traffic volume and safety.	Responsive	Operating Budget/ Grants	Transport
	Deliver the unsealed road network resheeting and renewal program including; • Maria River Road - 12.0km • Menarcobrinni Road - 2.47km • Mooneba Road - 2.1km • Mungay Creek Road - 0.3km • Nelsons Wharf Road -1.3km • Nulla Nulla Creek Road -3km • Warbro Brook Road - 2.0km • Willi Willi Road - 2.9km	Delivered by June 2019 to the value of \$1.35m	Annual	Operating Budget	Transport
	Deliver the unsealed road network maintenance program grading approximately 800 kilometres annually.	Maintenance prioritised according to assessment of safety, risk and traffic volume.	Responsive	Operating Budget	Transport
	Deliver the timber bridge network replacement program including; • Mooneba Road - Barking Dog • Toms Gully Road - Kyles • Boyters Lane - Boyters • Barbers Lane - Kings Creek • Turners Flat Bridge	Delivered by June 2019 to the value of \$4.7m	Annual	Operating Budget/ Grants	Transport

WS-05	Delivery Program Strategy: Increase value of production
	Delivery Program Outcome: Transport network is provided

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Deliver the timber bridge network refurbish program; • Five Day Creek Road – Black Bullock Bridge • Old Station Road – Frogmore Bridge • Carrai Road – Latta's Bridge • Warbro Brook Road – Harry's Gully • Maria River Road – Connection Creek	Delivered by June 2019 to the value of \$200,000	Annual	Operating Budget	Transport
	Respond to critical timber bridge repairs and defects	One crew programmed according to risk, traffic volume and safety	Responsive	Operating Budget	Transport
	Investigate and develop strategy to seal unsealed roads – define kilometres of unsealed road that meet criteria for consideration of sealing.	Kilometres and costs of increasing sealed road network identified and reported to Council by June 2019	New	Operating Budget	Asset Management
	Define volume of unsealed roads currently unmaintained.	Kilometres and costs of increasing unsealed road maintenance identified and reported to Council by June 2019.	New	Operating Budget	Asset Management



SAFE



Community Strategic Plan Objectives

- People feel safe in their homes
- People feel safe in public areas
- People are not unduly affected by antisocial behaviour and crime
- The risk of accidents are minimised
- Our community is prepared and resilient to emergency events

Delivery Program Strategies

- (SAS-01) Build community resilience for, during and after emergencies
- (SAS-02) Implement systems to minimise and mitigate the impact of disasters
- (SAS-03) Increase education levels within the community in Crime Prevention through Environmental Design (CPTED)
- (SAS-04) Promote a sense of community and no tolerance of crime and anti-social behaviour
- (SAS-05) Provide education on accident minimisation
- (SAS-06) Provide vibrant public spaces owned by the community
- (SAS-07) Work with various agencies to reduce the incidence of crime

COMMUNITY VALUES BEING SAFE

SS-01	Delivery Program Strategy: Build community resilience for, during and after emergencies
	Delivery Program Outcome: Emergency Management planning and response mechanisms place

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Use Council networks to promote resources and education programs delivered by other agencies and other levels of Government	Five external programs promoted	Annual	Operating Budget	Communications
	Participate in emergency management planning with other agencies through Council Local Emergency Management Officer capacity	Emergency management plans are reviewed and updated as required	Annual	Operating Budget	Civic Services
*	Work alongside NSW Government agencies to provide resources and infrastructure to respond to emergencies such as floods and fires	Response delivered and costed as required	Annual	Operating Budget / Grants	Civic Services / Transport/ Facilities
	Complete capital works program for Rural Fire Service including; • Dondingalong RFS expansion and replacement • Other capital requests included in Council's 11.7% contribution as advised	Projects managed and delivered as agreed with RFS	Annual	Operating budget	Facilities
*	Seek grant funding to complete detailed design and commence construction of refurbishment to major flood gates at Belmore River and Kinchela Creek	Project reliant on grant funding being achieved	Carry-over	Grant	Engineering Services
*	Continue to seek funding support to deliver coordination services for the Macleay Rural Voluntary House Raising Scheme	Provide support to properties classified as Category 1 priority	Annual	Operating Budget / Grant	Engineering Services

SS-03	Delivery Program Strategy: Apply principles of Crime Prevention through Environmental Design
	Delivery Program Outcome: Safer public spaces are created

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Install CCTV security system in key commercial and recreational centres	• Complete installation of Kempsey, SWR and Crescent Head by September 2018 • Complete installation of South Kempsey and West Kempsey by December 2018 • Finalise asset management hand over within two months of completion	Carry-over	Grant	Community Development
	Install pathway lighting to recreational areas of Brighton Park, Riverside Park and South Kempsey Park	• Complete installation by December 2018 • Finalise asset management hand over within two months of completion	New	Grant	Community Development
	Provide lifeguard and beach patrol services during peak school holiday periods at; • Grassy Head, Horseshoe Bay and South West Rocks (Service A) • Main Beach South West Rocks, Hat Head and Crescent Head (Service B)	• Service A - patrolled seven days/week during Spring, Summer and Autumn • Service B- patrolled five days/week during Spring, Summer and Autumn	Annual	Operating Budget	Recreation

SS-05	Delivery Program Strategy: Provide education on accident minimisation
	Delivery Program Outcome: Road Safety program delivered

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
*	Work with RMS Road Safety network to deliver education programs targeting various community sectors	- Conduct at least one behavioural program per annum - Promote awareness campaigns for road safety at least four times per year	Annual	Grant	Community Development

SS-06	Delivery Program Strategy: Provide vibrant spaces owned by the community
	Delivery Program Outcome: Public art and placemaking opportunities are identified and delivered

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Review public art collection and develop a Strategy for further investment	Community engagement conducted, and strategy recommended to Council by June 2019	New	Operating Budget	Community Development
*	Keep public spaces and commercial centres free of graffiti	- Manage team of volunteers to remove graffiti - Report activities annually 90% of all graffiti reported or spotted removed within five days	Annual	Operating Budget / Grant	Community Development

SS-06	Delivery Program Strategy: Provide vibrant spaces owned by the community
	Delivery Program Outcome: Public art and placemaking opportunities are identified and delivered

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	As a member of the Advisory Group, Council will support delivery of the Kempsey Place Plan as led by NSW Family and Community Services. Priorities are; • Building community trust and pride • Improving Steel Park • Supporting improvements to Kempsey Family Community Centre, South Kempsey	• Attend interagency meetings and report to Council where appropriate • Place Plan key actions achieved	Annual	Operating Budget/ Grants	Community Development / Facilities / Recreation
	Finalise cultural mapping project to identify existing cultural facilities and opportunities for improvement and placemaking partnerships	Mapping completed by September 2018	Carry-over	Operating Budget	Community Development

SS-07	Delivery Program Strategy: Work with various agencies to reduce the incidence of crime
	Delivery Program Outcome: Council is an active community partner

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Provide a link to Council resourcing and improved community awareness through participation in interagency forums such as; • Breaking the Cycle • GP Access Network • Kempsey Macleay Child and Family Interagency	• Council is an active partner in meetings and reporting schedule • Two Councillor updates annually to increase awareness of cross agency programs	Annual	Operating Budget	Community Development

SS-07	<i>Delivery Program Strategy: Work with various agencies to reduce the incidence of crime</i>
	<i>Delivery Program Outcome: Council is an active community partner</i>

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Support legislation, process and awareness of external agencies efforts in reducing crime including; • Active memberships of the liquor accord • Police and community program • Police access to CCTV footage	• Liquor Licensing requests actioned within five working days • Community informed of Police and Public consultations minimum three times a year • Code of conduct developed for Police access to CCTV footage • Maintain APZ and AFZ signage and registration	Annual	Operating Budget	Community Development



CONNECTED



Community Strategic Plan Objectives

- People are involved in their community
- People treat others with courtesy and respect
- People support and assist others in the community
- People have a range of options to become involved in community activities

Delivery Program Strategies

- (COS-01) Create a range of meeting places and infrastructure for community use
- (COS-02) Create a shared social view
- (COS-03) Include social behaviour as part of education
- (COS-04) Provide opportunities for people to be involved in the community

COMMUNITY VALUES BEING CONNECTED

CO-01	Delivery Program Strategy: Create a range of meeting places and infrastructure for community use
	Delivery Program Outcome: Recreation areas and public facilities are provided for use by the community

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Maintain open space areas such as public reserves, BBQs and passive recreation space	- Maintenance service levels determined according to priority usage. - Bins collected twice weekly, damage repaired within a week - More frequent service in holiday locations during peak periods	Annual	Operating Budget	Recreation
*	Develop a project scope, budget and engagement plan to review and update the Open Spaces Strategy across the Shire	Project and engagement commenced by December 2018	Carry-over	Borrowings / Grant / Property sale	Recreation
	According to the Crescent Head Masterplan, develop detailed designs and engage the community in revitalisation plans for the Crescent Head CBD.	Construction commenced by June 2019	Carry-over	Reserves/ Borrowing	Civic Services
	Contract the management and capital improvement of four swimming pools across the Shire	Facilities accessible and maintained for 70,000 visitors annually, according to contract	Annual	Operating Budget / Private Contractor	Recreation

CO-01	Delivery Program Strategy: Create a range of meeting places and infrastructure for community use
	Delivery Program Outcome: Recreation areas and public facilities are provided for use by the community

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Deliver projects funded through Boating Now NSW Grants program including; • Upgrade to Stuarts Point boat ramp • Improved parking at Hat Head boat ramp • Pontoon, amenities, trailer and car parking at Back Creek South West Rocks (Gordon Young Dr)	Projects delivered according to funding agreement	New	Operating Budget / Grant	Recreation
	Develop a project scope, budget and engagement plan to produce a strategy for effective and equitable use of community halls and Council owned facilities	Project and engagement commenced by March 2019	Carry-over	Operating Budget	Community Development
*	Seek grant funding opportunities for development of South West Rocks Library and Cultural centre	Second round funding application submitted by December 2018	Carry-over	Operating Budget / Property Sales	Community Development

CO-01	Delivery Program Strategy: Create a range of meeting places and infrastructure for community use
	Delivery Program Outcome: Public use infrastructure is available and maintained

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Clean and maintain 23 public toilet facilities across the Shire according to the service level determined by priority use	- High priority (1) facilities cleaned daily, priority 2/3 cleaned weekly. - Complaints about unclean facilities responded to within two hours	Annual	Operating Budget	Facilities
	Deliver public toilet replacement and refurbishment program, supplemented by NSW Govt funding, including; - Clyde Street Mall, Kempsey - Riverside Park, Gladstone - CBD, Crescent Head	Completed by June 2019	Annual	Operating Budget / Grant	Facilities
*	Seek grant funding to construct new public facilities including; - Buchanan Drive (Back Creek), South West Rocks - Frederickton Boat ramp - Bandbox Theatre	Grant submissions made as available	New	Grant	Facilities
	Deliver the public car park maintenance program across the Shire's 14 public car parks	Prioritised works according to safety, business impact and traffic volume	Annual	Operating Budget	Engineering works

CO-01	Delivery Program Strategy: Create a range of meeting places and infrastructure for community use
	Delivery Program Outcome: Public use infrastructure is available and maintained

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Refurbish Clyde Street Mall carpark, supplemented by NSW Govt funding	Visual amenity improved along with safety and access	Carry-over	Operating Budget / Grants	Engineering works
	Monitor and enforce parking restrictions to ensure availability according to priority use and seasonal impacts	Service standards met relative to resources	Annual	Operating Budget	Regulatory Compliance

CO-02	Delivery Program Strategy: Create a shared social view
	Delivery Program Outcome: Council advocates for social inclusion and fairness

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Develop a Community Wellness Strategy clarifying Council's role in health, housing and social planning issues	Strategy adopted by June 2019	New	Operating Budget	Community Development
	Implement actions from Disability Inclusion Action Plan.	Priority actions progressed	Annual	Operating Budget	Community Development / Transport / Parks and Recreation
	Develop a Reconciliation Action Plan	Plan adopted by June 2019	Carry-over	Operating Budget	Community Development

CO-04	Delivery Program Strategy: Provide opportunities for people to be involved in the community
	Delivery Program Outcome: Council works with and supports community groups

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Conduct a review and develop a guidelines for financial support and promotional assistance provided to cultural facilities and community groups.	Review findings considered for 2019-2020 budget process	New	Operating Budget	Community Development
	Review process and investment in administering and supporting 355 committees	Review findings considered for 2019-2020 budget process	New	Operating Budget	Community Development
	Promote and coordinate volunteer involvement in Council and community partnerships and activities	• Volunteer procedures are reviewed and updated. • Volunteer participation increased	Annual	Operating Budget	Community Development



GOVERNANCE



Community Strategic Plan Objectives

- The corporate activities and services that enable the organisation to deliver the agreed program to the community

Delivery Program Strategies

- (GOVS-01) Systems and process allow the agreed program to be delivered
- (GOVS-02) Ensure transparent and accountable financial management
- (GOVS-03) Demonstrate leadership and innovation

COUNCIL OPERATES WITH STRONG GOVERNANCE

GS-01	Delivery Program Strategy: Systems and processes allow Council to deliver the agreed program to the community
	Delivery Program Outcome: Internal facilitation and support is prioritised

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Develop methodology and system requirements to review and update Council's Asset Management Plans including asset valuation for all assets	By June 2019; • Approach developed and resourced • Milestones agreed by Executive • Asset register commissioned	New	Operating Budget	Corporate
	Co-ordinate lodgement of annual Disclosure of Interest Returns	Annual Disclosures of Interest completed by 30 September	Annual	Operating Budget	Governance
	Manage the Legislative Compliance Register	Register is reviewed annually and reported to the Executive Leadership Team	Annual	Operating Budget	Governance
	Maintain and provide reporting on the Corporate Risk Register	Risk register reviewed on a quarterly basis and reported to the Executive Leadership Team	Annual	Operating Budget	Governance
	Review and coordinate implementation of the Risk Management Action Plan	Quarterly review reported to the Executive Leadership Team	Annual	Operating Budget	Governance

GS-01	Delivery Program Strategy: Systems and processes allow Council to deliver the agreed program to the community
	Delivery Program Outcome: Internal facilitation and support is prioritised

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Manage and maintain Council's insurance portfolio	Annual review of insurance coverage completed and renewals in place	Annual	Operating Budget	Governance
	Co-ordinate requests for information, maintain statutory registers and undertake statutory reporting under the Government Information (Public Access) Act 2009 and Privacy and Personal Information Protection Act 1998	Requests for information determined within statutory timeframes GIPA Annual report submitted to Information and Privacy Commissioner no later than 31 October	Annual	Operating Budget	Information Management
	Maintain Council's Delegations Register	Council's delegations are reviewed and updated as and when they fall due	Annual	Operating Budget	Governance
	Manage Public Interest Disclosures (PID)	Report PID biannually in February and July. Prepare and submit annual reporting on PID to the NSW Ombudsman by 31 October	Annual	Operating Budget	Governance
	Maintain Council's Policy and Procedure documents	Council's policies and procedures are reviewed and updated when due	Annual	Operating Budget	Governance
	Develop internal capability and resourcing to capitalise on grant funding opportunities	Resourcing identified and established by 31 December 2018	New	Operating Budget	Executive

GS-01	Delivery Program Strategy: Systems and processes allow Council to deliver the agreed program to the community
	Delivery Program Outcome: Internal facilitation and support is prioritised

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Develop and maintain Council's Information Management Framework	Framework implemented according to agreed service levels	Annual	Operating Budget	Information and Communications Technology
	Prepare and publish Council's Business Papers and Minutes	- Business Papers are submitted for publishing no later than the Thursday before an ordinary Council meeting. - Minutes are submitted for publishing no later than the Thursday after an ordinary Council meeting	Annual	Operating Budget	Governance
	Co-ordinate provision of facilities, ICT support and expenses processing to Mayor and Councillors.	Coordination provided according to agreed service levels	Annual	Operating Budget	Elected Member Support
	Establish Information and Communication Technology (ICT) Project Governance framework	Framework implemented by 30 September 2018	New	Operating Budget	Executive
	Design, deliver and maintain Council's ICT infrastructure	Requests resolved according to agreed service levels	Annual	Operating Budget	Information and Communications Technology

GS-01	Delivery Program Strategy: Systems and processes allow Council to deliver the agreed program to the community
	Delivery Program Outcome: Workforce are engaged in delivering services to the community

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Conduct a review of workplace strategies, processes and tools to develop a Workforce Management Plan that addresses; • Learning and Development • Work, Health and Safety • Staff surveys • Rewards and recognition • Recruitment • Service Levels, Productivity and Resourcing	Plan developed and reported to Executive by June 2019	New	Operating Budget	Organisational Development

GS-01	Delivery Program Strategy: Systems and processes allow Council to deliver the agreed program to the community
	Delivery Program Outcome: Organisational efficiency improvements are made

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Finalise recommendations and program of work including organisational structure, to complete the Organisational and Cultural Review (Rebuilding the Shire)	Agreed transformation program completed by June 2019	Carry-over	Operating Budget	Executive / Organisational Development
	Design and implement an internal audit function as per legislative requirements	Audit and Risk Committee established by June 2019	New	Operating Budget	Executive

GS-01	Delivery Program Strategy: Systems and processes allow Council to deliver the agreed program to the community
	Delivery Program Outcome: Organisational efficiency improvements are made

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Review, identify and implement end to end procurement process improvements to drive operational efficiencies in Council's procure to pay cycle	Process improvements implemented by 30 June 2019	New	Operating Budget	Financial Services
	Develop and implement a Fleet Strategy (including management and replacement of fleet items) to ensure Council's fleet utilisation is optimised and fleet services are delivered in a cost-effective manner	Fleet Strategy developed and implemented by 30 June 2019	New	Operating Budget	Financial Services
	Implement financial management tools to better plan for and manage Council's financial position, including: • Long Term Financial Plan model; • Fees and Charges management; and • Contract management register	Tools and process improvements implemented by 30 June 2019	New	Operating Budget	Financial Services
	Implement approved ICT corporate business systems and improvements to increase automation and efficiencies including; • Replacement of corporate business systems • Commission electronic business paper system • Automate workflows and customer request system • Automate generation of Planning Certificates under EPA Act	Projects completed within agreed scope of cost, time and quality Reported to Council where required	Annual	Operating Budget	Information and Communications Technology

GS-02	Delivery Program Strategy: Ensure transparent and accountable corporate and financial management
	Delivery Program Outcome: Financial assets are managed, and corporate reporting is compliant

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements	• Submit three quarterly budget review statements and an Annual Report submitted to Council • Lodge audited financial statements with OLG by 31 October	Annual	Operating Budget	Financial Services
	Investigate external cash and investment management services to drive improved investment returns	Review completed for Council adoption by 31 December 2018	New	Operating Budget	Financial Services
	Develop a Financial Sustainability Plan that identifies key strategies and the associated initiatives to ensure Council's long-term sustainability	Financial Sustainability Plan developed for Council adoption by 31 March 2019	New	Operating Budget	Financial Services
	Develop annual Operational Plan budget and review the Long Term Financial Plan	• Develop the draft annual budget in line with Integrated Planning and Reporting timeframes • Review the Long Term Financial Plan in line with the budget • Have final budget adopted by Council by 30 June	Annual	Operating Budget	Financial Services

GS-02	Delivery Program Strategy: Ensure transparent and accountable corporate and financial management
	Delivery Program Outcome: Financial assets are managed, and corporate reporting is compliant

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Produce and submit the Annual Report in accordance with Local Government Act requirements	- Adopted by Council and submitted to the Office of Local Government (OLG) by 30 November - Publish Community Report Card for distribution	Annual	Operating Budget	Corporate / Communications
	Provide progress reports on implementation of the Delivery Program in accordance with Local Government Act requirements	Six monthly progress reports submitted to Council	Annual	Operating Budget	Corporate
	Undertake community engagement and development of the one-year Operational Plan in accordance with Local Government Act requirements	Annual Operational Plan adopted by June 30	Annual	Operating Budget	Corporate

GS-03	Delivery Program Strategy: Demonstrate leadership and innovation
	Delivery Program Outcome: Community trust and organisational innovation is improved

Code	2018-2019 Action	Performance Measure	Program	Funding	Responsibility
	Deliver the 2018-2019 priorities from adopted Communications Strategy including; • Printed and digital community newsletters • Investigation and content design of new corporate website • Review of all websites and digital platforms • Ongoing media liaison • Branded materials used for all Council events • Corporate advertising review	Strategy actions and communications reach monitored and reported to Executive	Annual	Operating Budget	Communications
	Provide Customer Service over the telephone and face to face to assist community to undertake an action or engage with Council	• Front Counter service five days a week • Average call wait-time less than 2 minutes • Correspondence registered and allocated within 2 business days	Annual	Operating Budget	Customer Service
	Create multiple and varied opportunities for the community to engage with Council's decision and planning process including; • Documents on public exhibition • Public forum presentations to Council • Community Catch-up program • Dedicated online engagement website	• Variety of engagement methods reported to Council • Membership of Your Say Macleay increased • Community Catch-up schedule delivered	Annual	Operating Budget	Corporate, Community Development /Communications
	Develop and resource a continuous improvement strategy to deliver ongoing organisational improvement	Strategy replaces the Organisational and Cultural Review ongoing	New	Operating Budget	Executive



Financial Overview

OPERATING BUDGETS	2018 / 2019 Budget
Coastal Environmental Management	-62,447
Operating Income	-402,797
Operating Expenses	237,521
Transfer to Reserve	102,830
Transfer from Reserve	
Estuary Management	
Operating Income	-300,000
Operating Expenses	360,000
Transfer from Reserve	-60,000
Vegetation Management	93,381
Operating Income	-167,520
Operating Expenses	260,901
Develop Long Term Plans to Manage Environmental Impacts	187,194
Operating Income	-145,806
Operating Expenses	333,000
Transfer from Reserve	
149 Certificates	-109,024
Operating Income	-109,024
Review & Implement the Economic Development Strategy	331,823
Operating Income	
Operating Expenses	338,998
Non-Current Assets NCA	
Transfer to Reserve	
Transfer from Reserve	
Review & Implement the Tourism Strategic Plan	72,283
Operating Income	
Operating Expenses	72,283

OPERATING BUDGETS	2018 / 2019 Budget
Building Control to Ensure Health & Safety	-310,902
Operating Income	-310,902
Control Development to Ensure High Standards	-186,766
Operating Income	-236,958
Operating Expenses	50,191
Regulatory Enforcement to Protect the Community	-69,887
Operating Income	-161,408
Operating Expenses	95,070
Contra Accounts (Non-Cash)	-3,549
E & ESD Management Costs	2,690,782
Operating Income	-84,260
Operating Expenses	2,775,650
Contra Accounts (Non-Cash)	-608
Macleay Community Care Options	6,760
Operating Income	
Operating Expenses	20,956
Contra Accounts (Non-Cash)	-14,196
Community Houses South / West	0
Operating Income	-127,273
Operating Expenses	127,273
Homes for Aged	-14,569
Operating Income	-64,575
Operating Expenses	78,590
Contra Accounts (Non Cash)	-28,584

OPERATING BUDGETS	2018 / 2019 Budget
Other Community Services	
Operating Income	-4,000
Operating Expenses	4,000
Non Operating Income	
Non Current Assets NCA	
Community Subsidies	2,781
Operating Expenses	2,781
Civic Functions	14,351
Operating Expenses	14,351
356 Donations	4,023
Operating Expenses	4,023
Community Builders	0
Operating Income	-70,559
Operating Expenses	70,559
Youth	24,435
Operating Income	-10,902
Operating Expenses	35,338
Customer Interaction	958,169
Operating Income	
Operating Expenses	957,092
Non Current Assets NCA	1,077
Transfer from Reserve	
Visitor Information Services	90,220
Operating Income	
Operating Expenses	146,762
Transfer from Reserve	
Repayment of Debt	
Contra Accounts (Non Cash)	-35,267

OPERATING BUDGETS	2018 / 2019 Budget
Art Gallery	
Operating Expenses	
Festivals / Cultural Events	120,048
Operating Income	
Operating Expenses	137,083
Transfer from Reserve	
Repayment of Debt	
Contra Accounts (Non Cash)	-17,035
Library Services	836,334
Operating Income	-70,489
Operating Expenses	973,386
Non Operating Income	
Transfer to Reserve	5,000
Repayment of Debt	
Contra Accounts (Non Cash)	-71,563
Community Safety & Crime Prevention	149,816
Operating Income	-18,000
Operating Expenses	167,816
Transfer from Reserve	
Graffiti Busters	28,389
Operating Income	-2,000
Operating Expenses	30,389

OPERATING BUDGETS	2018 / 2019 Budget
Community Buildings	64,557
Operating Income	-63,232
Operating Expenses	332,617
Non Current Assets NCA	
Contra Accounts (Non Cash)	-204,828
SC & C Management Costs	504,412
Operating Expenses	504,412
Operations Management	161,425
Operating Expenses	161,425
Local Roads	9,016,744
Operating Income	-2,611,279
Operating Expenses	12,355,298
Non Operating Income	-435,462
Non Current Assets NCA	6,643,293
Transfer to Reserve	
Transfer from Reserve	
Repayment of Debt	
Non Current Assets	
Loan Borrowings Utilised	
Contra Accounts (Non Cash)	-7,658,469
Other Grant Funded Roadwork`s	
Non Operating Income	
Ancillary Roads	465,540
Operating Income	-136,836
Operating Expenses	1,630,306
Non Operating Income	
Non Current Assets NCA	360,092
Repayment of Debt	
Contra Accounts (Non Cash)	-1,416,983

OPERATING BUDGETS	2018/2019 Budget
Timber Bridge Replacement Program	1,811,546
Operating Income	
Operating Expenses	859,798
Non Operating Income	
Non Current Assets NCA	1,296,323
Transfer from Reserve	
Repayment of Debt	325,872
Loan Funds Utilised	
Contra Accounts (Non Cash)	-670,447
Cycleways and Footpaths	356,557
Operating Income	
Operating Expenses	621,948
Non Operating Income	
Non Current Assets NCA	224,020
Transfer from Reserve	
Repayment of Debt	
Contra Accounts (Non Cash)	-502,539
Car Parking	322,178
Operating Expenses	183,165
Non Current Assets NCA	
Repayment of Debt	
Contra Accounts (Non Cash)	-35,987
Private Works	-38,521
Operating Income	-97,862
Operating Expenses	59,341

OPERATING BUDGETS	2018 / 2019 Budget
Quarries	
Operating Income	
Operating Expenses	20,045
Transfer to Reserve	
Transfer from Reserve	-20,045
Repayment of Debt	
Transfer to Reserve	
Transfer from Reserve	-20,045
Repayment of Debt	
Street Lighting	614,345
Operating Income	-84,050
Operating Expenses	698,395
Airport	183,310
Operating Income	-63,734
Operating Expenses	569,738
Non Operating Income	
Non Current Assets NCA	
Transfer from Reserve	
Contra Accounts (Non Cash)	-122,694
Provide Cemetery Facilities	6,629
Operating Income	-335,428
Operating Expenses	330,097
Non Current Assets NCA	
Transfer to Reserve	15,575
Repayment of Debt	
Contra Accounts (Non Cash)	-8,619

OPERATING BUDGETS	2018 / 2019 Budget
Saleyards	
Operating Income	-322,166
Operating Expenses	300,905
Non Current Assets NCA	
Transfer to Reserve	72,602
Transfer from Reserve	
Repayment of Debt	
Contra Accounts (Non Cash)	-121,533
Domestic Waste Management	
Operating Income	-4,914,949
Operating Expenses	4,838,862
Transfer to Reserve	76,087
Transfer from Reserve	
Other Waste	-284,467
Operating Income	-586,841
Operating Expenses	354,595
Contra Accounts (Non Cash)	-52,221
Landfill	-973,763
Operating Income	-4,354,804
Operating Expenses	3,412,982
Non Operating Income	
Non Current Assets NCA	
Transfer from Reserve	
Transfer to Reserve	
Loan Borrowing Utilised	
Repayment of Debt	
Contra Accounts (Non Cash)	-31,941

OPERATING BUDGETS	2018/2019 Budget
Beach Foreshores	32,320
Operating Income	-1,557
Operating Expenses	153,428
Transfer from Reserve	
Boat Ramps	44,087
Operating Income	
Operating Expenses	18,587
Non Operating Income	
Non Current Assets NCA	
Repayment of Debt	
Parks	948,283
Operating Income	-6,000
Operating Expenses	1,326,596
Non Operating Income	
Non Current Assets NCA	100,000
Transfer from Reserve	
Contra Accounts (Non Cash)	-131,313
Sporting Grounds	371,409
Operating Income	-16,681
Operating Expenses	789,370
Non Current Assets NCA	200,000
Transfer from Reserve	
Repayment of Debt	
Contra Accounts (Non Cash)	-187,590
Civic Maintenance	649,056
Operating Expenses	486,247
Non Current Assets NCA	
Transfer from Reserve	-137,191

OPERATING BUDGETS	2018/2019 Budget
Swimming Pools	831,034
Operating Income	-1,508
Operating Expenses	1,045,685
Contra Accounts (Non Cash)	-213,143
Horseshoe Bay Day Visitor Area	0
Operating Expenses	190,955
Non Current Assets NCA	14,675
Transfer from Reserve	-143,204
Repayment of Debt	
Contra Accounts (Non Cash)	-67,431
Passive Recreation	30,262
Operating Income	
Operating Expenses	41,225
Transfer from Reserve	
Contra Accounts (Non Cash)	-7,300
Street Sweeping	394,521
Operating Expenses	394,521
Water Services Management	0
Operating Expenses	0
Contra Accounts (Non Cash)	0
Water Fund Operations	217,937
Operating Income	-11,849,410
Operating Expenses	12,372,707
Non Operating Income	-380,000
Non Current Assets NCA	10,410,906
Transfer from Reserve	159,137
Repayment of Debt	1,871,173
Loan Borrowings Utilised	-8,200,000
Contra Accounts (Non Cash)	-4,166,575

OPERATING BUDGETS	2018/2019 Budget
Water Fund Operations	217,937
Operating Income	-11,849,410
Operating Expenses	12,372,707
Non Operating Income	-380,000
Non Current Assets NCA	10,410,906
Transfer from Reserve	159,137
Repayment of Debt	1,871,173
Loan Borrowings Utilised	-8,200,000
Contra Accounts (Non Cash)	-4,166,575
Sewer Fund Operations	
Operating Income	-12,030,271
Operating Expenses	11,369,730
Non Operating Income	-1,807,718
Non Current Assets NCA	13,004,563
Transfer to Reserve	
Transfer from Reserve	
Repayment of Debt	1,158,236
Loan Borrowings Utilised	
Contra Accounts (Non Cash)	-3,347,197
Stormwater and Flooding	224,386
Operating Income	-200,250
Operating Expenses	616,946
Non Operating Income	
Non Current Assets NCA	252,250
Repayment of Debt	
Contra Accounts (Non Cash)	-467,961
Transfer to Reserve	
Transfer from Reserve	

OPERATING BUDGETS	2018/2019 Budget
Floodplain Management	234,563
Operating Income	-467,434
Operating Expenses	978,364
Non Operating Income	-161,325
Non Current Assets NCA	622,221
Transfer from Reserve	
Repayment of Debt	
Loan Borrowings Utilised	
Contra Accounts (Non Cash)	-760,500
Asset Management	768,549
Operating Income	-1,000
Operating Expenses	752,857
Non Current Assets NCA	
Corporate Buildings	300,869
Operating Income	-26,478
Operating Expenses	537,059
Non Current Assets NCA	
Transfer from Reserve	
Repayment of Debt	
Contra Accounts (Non Cash)	-222,573
4 Shore Tourist Parks	0
Operating Income	-2,198,633
Operating Expenses	1,001,945
Non Operating Income	
Non Current Assets NCA	1,636,139
Transfer to Reserve	891,157
Transfer from Reserve	-864,168
Repayment of Debt	

OPERATING BUDGETS	2018 / 2019 Budget
Loan Borrowings Utilised	
Contra Accounts (Non Cash)	-466,440
South West Rocks Reserve	-39,560
Operating Income	-790,595
Operating Expenses	194,502
Non Operating Income	
Non Current Assets NCA	172,000
Transfer to Reserve	332,183
Transfer from Reserve	
Loan Borrowings Utilised	
Repayment of Debt	
Property Development	7,704
Operating Expenses	7,704
Rental Properties	-16,232
Operating Income	-63,126
Operating Expenses	54,093
Contra Accounts (Non Cash)	-7,199
Fire Control	493,835
Operating Income	-308,971
Operating Expenses	881,188
Non Operating Income	-1,511,700
Non Current Assets NCA	1,511,700
Contra Accounts (Non Cash)	-78,383

OPERATING BUDGETS	2018/2019 Budget
Emergency Services	77,209
Operating Expenses	106,950
Non Current Assets NCA	
Repayment of Debt	
Contra Accounts (Non Cash)	-37,721
I & S Management Costs	407,501
Operating Income	
Operating Expenses	334,077
Non Current Assets NCA	
Loan Borrowings Utilised	
Repayment of Debt	
Contra Accounts (Non Cash)	-8,112
Alliance Costs	
Operating Expenses	
Association Membership	41,629
Operating Expenses	41,629
Financial Services	610,088
Operating Income	
Operating Expenses	577,139
Non Current Assets NCA	1,691
Current Assets	
Repayment of Debt	
Rates, Investment Interest & General Revenue	-20,217,638
Operating Income	-20,342,874
Non Current Assets NCA	-18,144
Transfer to Reserve	143,380
Grants - General Purpose	-5,765,923
Operating Income	-5,765,923

OPERATING BUDGETS	2018/2019 Budget
General Manager	
Operating Expenses	477,314
Transfer from Reserve	
Administration / Governance Services	954,757
Operating Expenses	889,015
Non Current Assets NCA	33,110
Transfer to Reserve	88,258
Transfer from Reserve	
Contra Accounts (Non Cash)	-23,647
Information Technology Services	1,743,912
Operating Income	
Operating Expenses	1,509,538
Non Current Assets NCA	781,564
Transfer to Reserve	55,550
Transfer from Reserve	
Repayment of Debt	152,794
Loan Borrowings Utilised	
Contra Accounts (Non Cash)	-132,834
Human Resources Administration	
Operating Expenses	839,483
Transfer from Reserve	
Employment Overheads	
Operating Expenses	172,751
Transfer to Reserve	600,000
Transfer from Reserve	-89,450
Contra Accounts (Non Cash)	-533,301

OPERATING BUDGETS	2018 / 2019 Budget
Stores & Purchasing	83,879
Operating Income	-12,383
Operating Expenses	96,262
Fleet Co-ordination	126,353
Operating Income	
Operating Expenses	126,353
General Fleet	
Operating Income	-222,610
Operating Expenses	-542,125
Non Current Assets NCA	1,207,265
Transfer to Reserve	351,033
Transfer from Reserve	
Repayment of Debt	
Contra Accounts (Non Cash)	-882,180
Water Fleet	
Operating Expenses	-244,988
Non Current Assets NCA	281,000
Transfer from Reserve	280,263
Transfer to Reserve	
Contra Accounts (Non Cash)	-314,340

OPERATING BUDGETS	2018 / 2019 Budget
Waste Fleet	
Operating Expenses	5,056
Transfer from Reserve	40,699
Contra Accounts (Non Cash)	-45,755
Workshop Services	-262,196
Operating Expenses	-262,196
Elected Official Expenses	219,834
Operating Income	
Operating Expenses	214,834
Transfer to Reserve	5,000
Transfer from Reserve	
L & EE Management Costs	-602,926
Operating Expenses	-602,926