

A photograph of two young girls running happily through a grassy park with many trees. The girl in the foreground is wearing a pink shirt and blue jeans, while the girl behind her is wearing a light blue shirt and blue jeans. They are both smiling and appear to be holding hands or running together. The background is filled with tall, thin trees under a clear blue sky.

DUNGOG SHIRE COUNCIL
DUNGOG SHIRE COUNCIL

ANNUAL REPORT 2015-2016

CONTENTS

SECTION ONE

General Information	2
- Message from the Mayor	3
- General Managers Overview	4
- Vision and Mission	6
- Our Elected Representatives	7
- Organisational Structure	8

SECTION TWO

Reporting on our Progress	9
- Delivery Program Implementation – General Managers Commentary	10
- Strategic Targets 2015-2016	37

SECTION THREE

Statutory Reporting Requirements	78
- Summary of Amounts Incurred by Council in relation to Legal Proceedings	79
- Mayoral and Councillors Expenses	79
- Statement of Senior Staff Employed	80
- Major Contracts Awarded 2015-2016	81
- Work Carried Out on Private Land and any Subsidiaries Related to this Work... ..	82
- Total Amount Contributed or Otherwise Granted Under Sec 356	82
- Activities Undertaken by Council to Implement EEO Management Plan	82
- Companies in Which the Council held a Controlling Interest	82
- External Bodies Which Exercised Functions Delegated by Council	83
- Public Interest Disclosures	83
- Corporations, Partnerships, Trusts, Joint Ventures	84
- Rates and Charges Written Off	84
- Details of Overseas Visits Undertaken	85
- Stormwater Management Services	85
- Companion Animals Act and Regulations	85
- Government Information (Public Access) Act	86

SECTION FOUR

Financial Information	90
-----------------------------	----



SECTION ONE

GENERAL INFORMATION

MESSAGE FROM THE MAYOR

It is once again my pleasant duty (albeit for the last time) to report on the challenges and achievements of your council up to 30 June 2016.

Firstly, I again thank our general manager, his departmental managers and all staff, both indoor and outdoor, who continue to demonstrate their commitment to our communities despite being one of the most understaffed councils in our region and helping our residents through the difficult periods after the April 2015 storm and the January 2016 flood.

Whilst this report touches on the main activities of the entire year, it goes without saying that the aftermath of the storm and the January flood dominated the activities of Council. Much of the infrastructure damage has been repaired or replaced, however Council is very aware that the impact of these extreme weather events are still very fresh in the memory of many residents.

In my report for the year up to 30 June 2015, I wrote about the aims of Council and the Clarence Town community regarding the Brig O'Johnston Bridge. Despite concerted effort from Council and the community, I am unable to report any real progress. With the prospect of a merger being very much real may I encourage the community, particularly of Clarence Town, to persist with your goals with the new merged entity.

Council has had success in obtaining a special grant of \$10 million for the upgrade of MR101. MR101 includes Dowling Street, Dungog and continues down through Hilldale, Paterson and on to Maitland. This funding is over a four year period which will see substantial improvement in that important road.

Overarching all this is the State Governments merger proposals for local government areas throughout the state. Council and its communities have been subjected to three merger proposal, being Gloucester, Maitland and lastly Port Stephens. This has required substantial input from staff and councillors and has come with a financial cost.

Whilst the Gloucester merger proposal has been dropped, Gloucester Local Government Area has been merged with Great Lakes and Taree to become the new Midcoast Council. Dungog Local Government Area is still awaiting a decision as to whether we will be merged with Maitland or Port Stephens. This is a difficult time for the community and Council staff as our future remains unclear. Whatever the outcome, it is most likely that this whole shire of 9000 people will have only one representative on the new merged entity. This means that the 'old' Dungog Shire community will need to be very strong so that the aims and aspirations that we all value are not forgotten. This will be the challenge for the future.

Again, I take this opportunity to congratulate and thank all the volunteers and groups who participate in activities and make things happen in our communities. To thank everyone on an individual basis here is not possible. There are, however, new events and initiatives happening all across the Shire.

Thanks must also go to the SES, Rural Fire Brigades, Red Cross, Neighbourcare and service clubs throughout the Shire and all the smaller groups like the Sunshine Club; the Hospital committee and Palliative Care volunteers and drivers, Meals on Wheels volunteers, sports coaches and supporters; the Wallarobba Hall committee and the volunteers on council committees who look after many community assets. There are also many individuals who fundraise for various charities. These all help give this Shire the special character that we all treasure.

I take this last opportunity to thank each and everyone for your support (and criticism). It has been an honour to serve this community over the past eight years.

Harold Johnston
MAYOR

GENERAL MANAGERS OVERVIEW

Thank you for taking the time to read this report, which from all indications will be the last annual report prepared by Dungog Shire Council as we await the decisions of the NSW Government as regards Councils future.

In relation to reporting to the community on Councils achievements over the past 12 months it is also a time for reflection as regards the Councils performance in achieving the goals established within the community strategic plan.

Every community survey undertaken by Council the highest response has always been in relation to improving the road network. As a rural Council with over 700Km's of road network it is no easy task assigning priority expenditure in relation to the road network, a Council that generates just over \$5Mil in general rates annually can only do so much with the funds generated.

Active lobbying of both tiers of Government for more road funding can at times result in additional funding being secured and fortunately for this Council an additional \$10Mil will be allocated to Council for MR101 over the next four years as a consequence of a State Government commitment.

In recent years Council has secured additional road funding under the Blackspot program and safer roads project and it needs to be recognised that these funding applications consume a considerable amount of staff time which generally goes un-noticed by the community.

The April superstorm resulted in considerable infrastructure damage and this was followed up by a further major flood event in January 2016 that caused more damage and compounded issues associated with several landslips that had occurred previously. The completion of the new Torryburn Bridge reflected a positive delivery of a project for the Torryburn community that had been enduring a difficult time since the April superstorm.

The contractors that undertook this project were awarded the contract in October 2015 and the bridge was completed in early February 2016 despite some members of the community having issues with Council administering the project, inferring that it would take the Council two years the contractor has demonstrated to Council and the NSW Government a positive project outcome.

The influence of cost-shifting is a major contributor as both tiers of Government (State & Federal) have stealthily wound back programs, or transferred assets to the Council, one of the largest influences upon the Councils balance sheet and operating statement is the regional road network which prior to 1995 was not recorded as an asset of the Council.

The Federal Governments position in respect of the freezing of the Financial Assistance Grant indexation until 2018 is leaving Councils across Australia short-changed, this funding has diminished in real terms and the level of financial assistance provided to Councils by the Federal Government is estimated to be less than \$0.70 for every \$100 of taxation revenue collected currently and likely to be below \$0.60 by 2017/2018¹, it was once \$1.00 for every \$100 in 1996/97.

Another example is the waste levy imposed by the NSW Government, this levy is not applicable in all local government areas within NSW it is an inequitable levy as waste is waste yet depending upon where you reside determines whether the waste levy applies and to what extent. Council is required by legislation to now install a weighbridge at our landfill to ensure we are correctly applying the waste levy and the community has to meet half the cost of installation!

Whilst our peak industry bodies (Local Government NSW (LGNSW) and Australian Local Government Association (ALGA)) have been advocating on behalf of our communities at this point in time the Commonwealth Government has not contemplated withdrawing from their policy position in relation to the freezing of the indexation of the Financial Assistance Grant.

Fostering of relationships and working with neighbouring Councils on projects is an important component of the Councils operations, as a member through the Mid North Coast Weight of Loads

Group Council derives benefit from the protection of Councils road infrastructure from over-loaded heavy vehicles. Through Hunter Councils Inc. the ongoing advocacy for the region as a whole to both the Federal & State Governments there are regional benefits that are being derived that our community may indirectly benefit from.

One example is the regional procurement initiative that Council is a member of with purchases through this group resulting in direct positive savings to Council in addition to a subsidy of the commissions levied to suppliers with approx. \$11,000 coming back to Council. Council is also a shareholder with the Southern Phone Company which aside from an annual dividend payment to Council the communities of Council shareholders also benefitted from a community grants program in which \$25,000 was provided to the Dungog LGA.

The Shire continues to grow in terms of population with sustained development activity across the Local Government Area with 161 development applications lodged in 2015/16, with approximately 37% of all applications lodged being for new dwellings.

Events and activities in our communities are very much about supporting one another for a specific purpose and behind each event or volunteer organisation there is a group of dedicated individuals committed to a cause. Many such individuals do not look for accolades or recognition of any kind however an appreciative thank you is extended to you one and all for your efforts in making our community what it is.

Finally a special thank you to the staff of Dungog Shire Council for all of their efforts over the years it has been an honour and privilege to have worked with you all.

Craig Deasey PSM
GENERAL MANAGER

¹ ALGA Submission to 2015/2016 Federal Budget.

VISION AND MISSION

The **VISION** for Dungog Shire is:

"A vibrant, united community, with a sustainable economy. An area where rural character, community safety, and lifestyle are preserved."

The **MISSION STATEMENT** for Council is:

"To manage, enhance, and protect, the resources of the Shire, in consultation with the community."

DUNGOG SHIRE COUNCIL LOGO



DUNGOG SHIRE MARKETING BRAND



OUR ELECTED REPRESENTATIVES

'A' WARD



Cr Neville Bale



Cr Stephen Farrow



Cr Tracy Norman

'B' WARD



Cr Harold Johnston
Mayor



Cr Nancy Knudsen



Cr Tony McKenzie

'C' WARD



Cr Robert Booth
Deputy Mayor

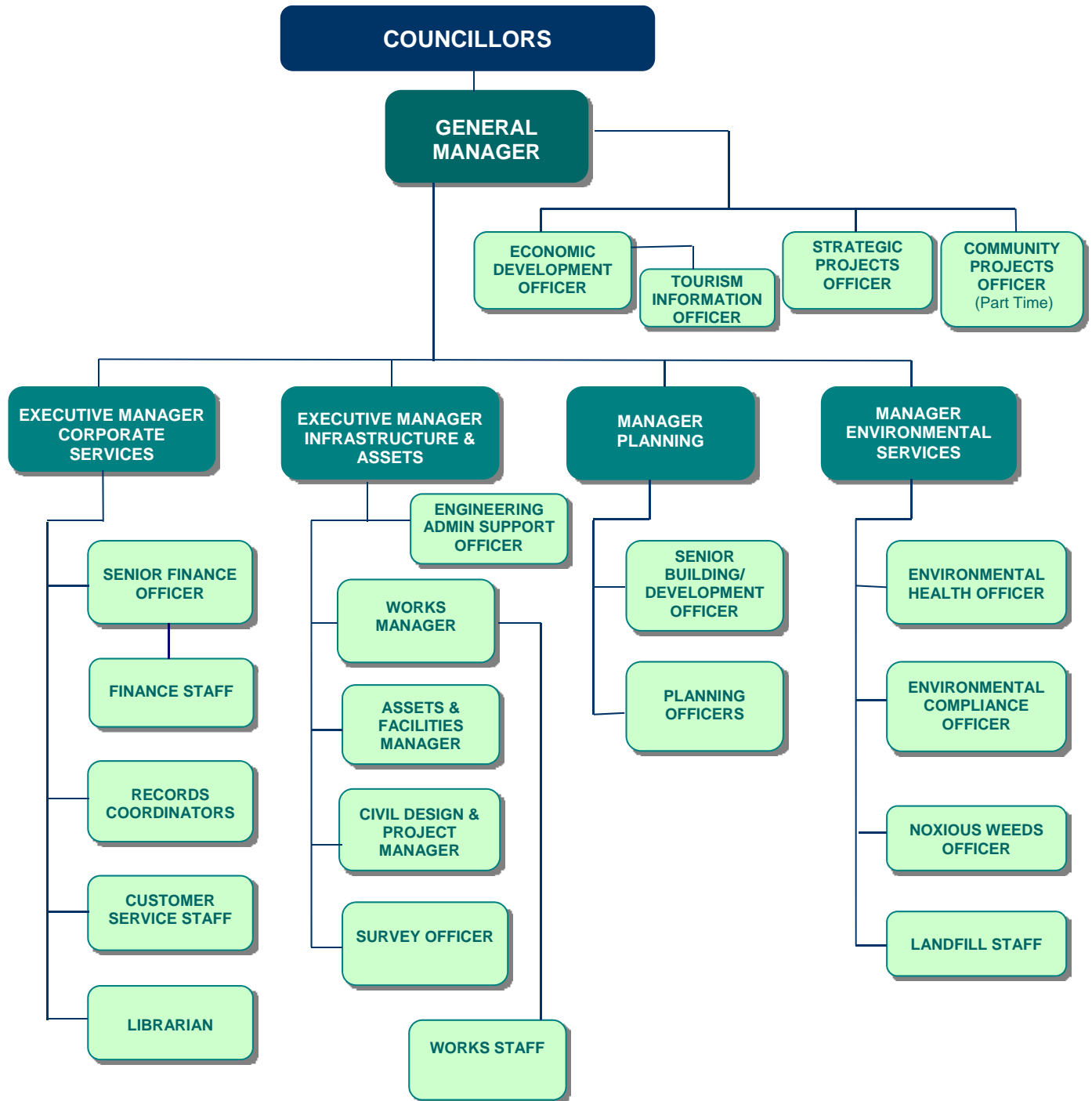


Cr Linda Bowden



Cr Glenn Wall

ORGANISATIONAL STRUCTURE





SECTION TWO

REPORTING ON OUR PROGRESS

DELIVERY PROGRAM IMPLEMENTATION – GENERAL MANAGERS COMMENTARY

The following section reflects the Council's progress in terms of implementing the Delivery Program.

The Council's Operational Plan is developed out of the Delivery Program and the status is reported as at 30 June 2016, which follows this commentary on the seven themes of the Community Strategic Plan.

1. Environment

Councils former Manager Environmental Services retired in June 2012, as a consequence there are gaps in elements of reporting etc. in the early period as it did take a period of time for the Department to re-focus on internal reporting mechanisms and establish associations with key agencies involved with the Dungog LGA.

Throughout the past four years the Council has continued to work closely with HCCREMS on a number of programs in support of the local environment. This regional body has supported Councils through the changes associated with noxious weeds administration and funding regime, the waste management reforms and on climate change initiatives, Council is also utilising the REF template as developed by HCCREMS as part of Councils processes before commencement of major road re-construction projects.

Unfortunately in recent years HCCREMS has witnessed a drop off in financial support from both Federal and State Agencies that has resulted in the number of environmental initiatives undertaken within the Hunter declining.

Council has worked with key land agencies in particular the Catchment Management Authority now known as Hunter - Local Land Services, their local community project officer was accommodated within Council up until the re-structure by the NSW Government in 2013. This has been particularly evident in the area of noxious weeds community information days and also trials and demonstrations on new treatments for Giant Parramatta Grass and also the African Olive Project.

The noxious weeds community advisory committee has played a key role over this time in raising community awareness. The annual Tocal field days are another important event for the dissemination of community information.

Climate change program initiatives have waned as a consequence of the removal of funding initiatives at the Federal level, however Council did participate in the regional heatwave resilience program.

Councils focus has also been concentrated on waste management and waste reduction initiatives. The new waste management contract was finalised in 2015, the Council has to now fully comply with the waste regulation and implement a weighbridge facility at the Dungog landfill in the 2016/2017 financial year. Council has undertaken a new waste strategy that was adopted by Council in 2014, Council has undertaken waste reduction community campaigns and participated in waste less/ recycle more regional campaigns.

In 2014/2015 the NSW EPA implemented a new program of surveillance to reduce the number of illegal dumping incidents across the Hunter region, many of the Councils of the Hunter are participating in the program. The RID squad is based in the lower Hunter and Council is an associate member so that we can access the resource as required.

Council introduced a mattress receival facility at the Dungog Landfill facility so that they may be recycled instead of being illegally dumped, the e-waste program has unfortunately not been able to continue following the changes to the funding program. The recycling shop at the landfill has

continued to turnover materials instead of ending up as solid waste with over \$76,000 in turnover, coupled with steel sales of \$260,000 over the four year period.

Port Stephens and Dungog Councils are involved with a joint initiative with Hunter Water in regards to the Septic Tank Improvement Program, this initiative is being driven by Hunter Water as they endeavour to improve the water quality of the Williams river. Whilst Council has our own septic tank inspection program this initiative by Hunter Water is a “value-add” in the context of improving our waterways.

During this term the Council also implemented a new Septic Tank Development approval framework, the implementation of the framework provides greater clarity for people that are looking at the construction of new housing in areas that are not serviced by sewer.

Also a part of the Hunter Water Corporation catchment improvement program they have undertaken the fencing of some 26Kms of the Williams river to protect the riparian corridor into the future. The lands have in place restrictive covenants in relation to the corridor that protect the riparian corridor into the future.

The April 2015 superstorm resulted in a significant quantity of debris being washed into the Myall Creek, the NSW Department of Primary Industries in conjunction with Crown Lands undertook an extensive clean up of Myall Creek, with cars, household items, tyres and personal belongings retrieved during the clean up.

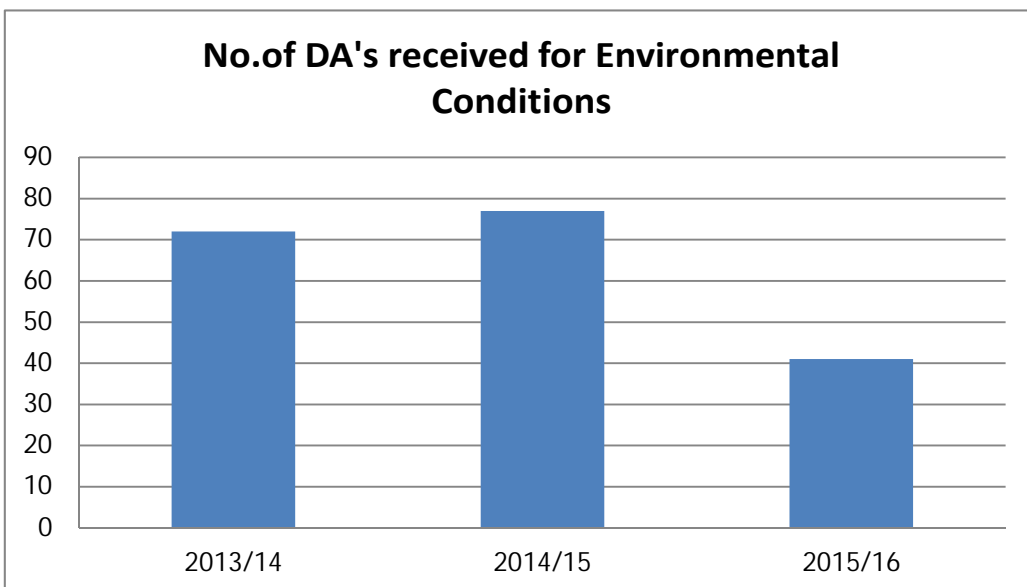
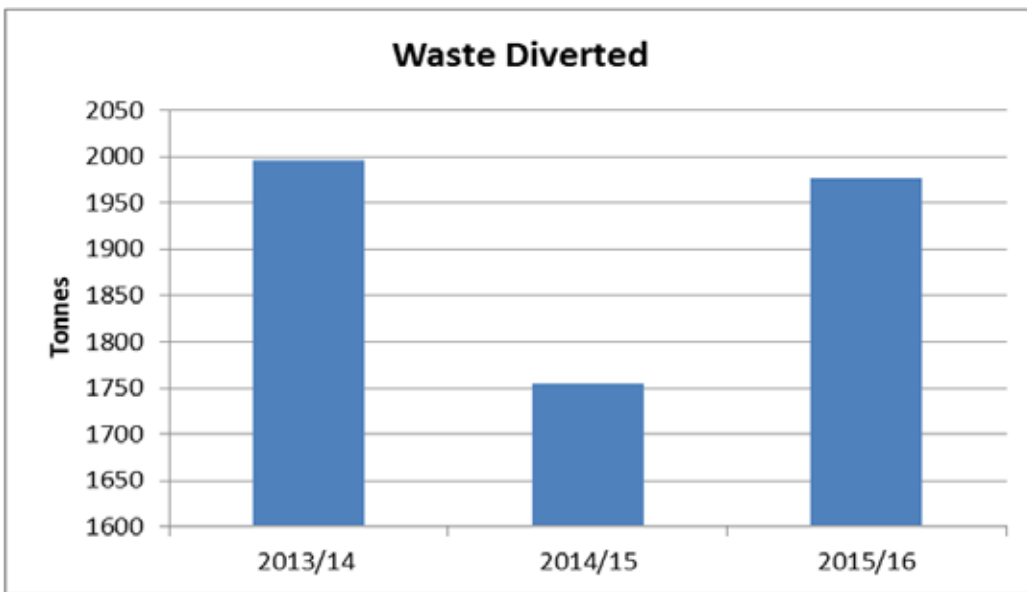
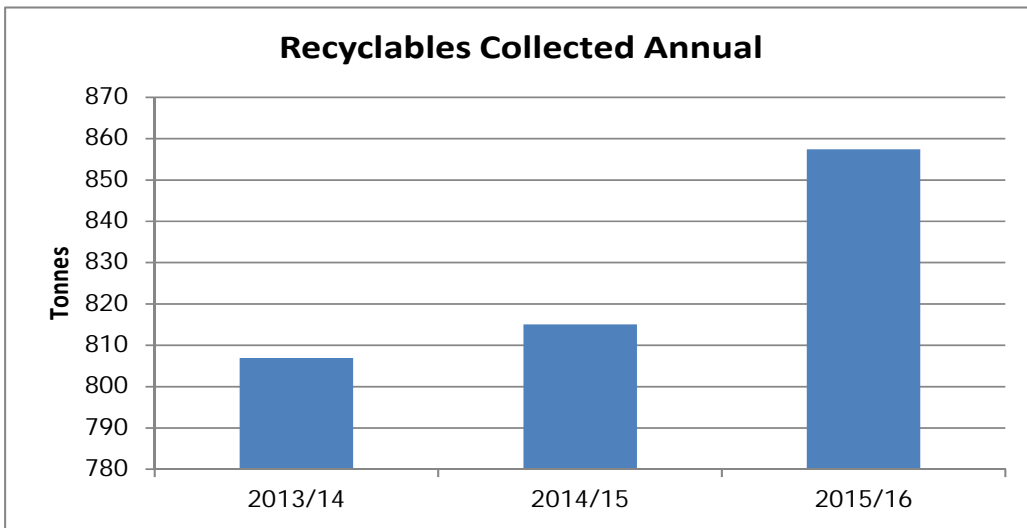
Council was also successful to secure project assistance with the remediation of a redundant underground petroleum system that was located within the road reserve at the front of modern motors. The site was successfully remediated under the UPSS project in 2014 with the removal of four storage tanks from the road reserve.

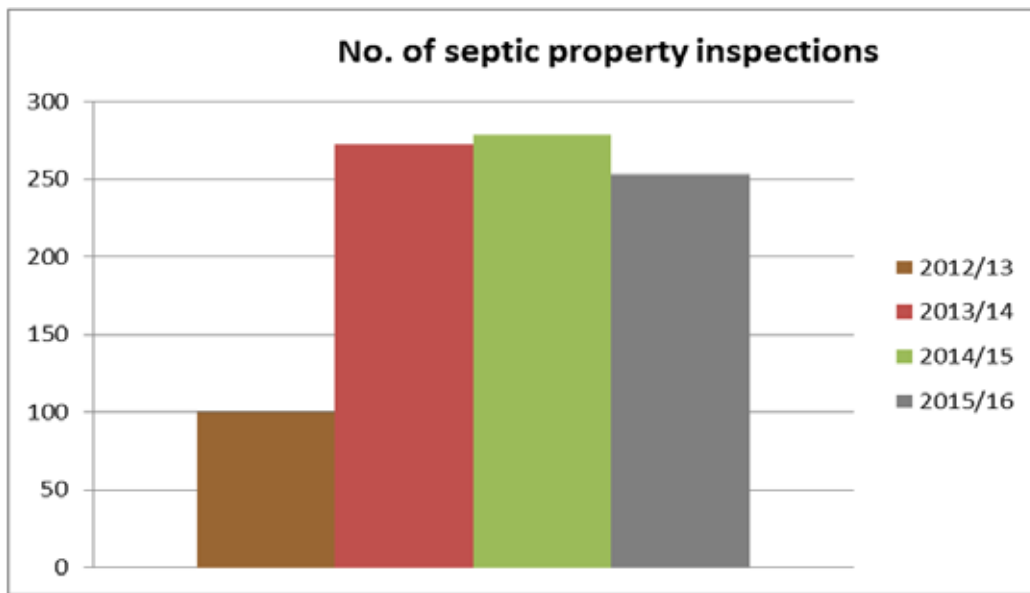
Council has continued to support national tree day through the schools and offering young trees to members of the community to plant on their property. Council has also participated in clean-up Australia day activities with the communities and local schools.

As part of our local government week activities students from a number of schools become involved in waste and recycling with Council opening the landfill site and recycling centre to educate the children further on environmental initiatives.

Despite being a small Council the Council endeavours to ensure that the natural environment is protected, with liaison with key agencies when incidents are reported to Council. Both the EPA & the Office of Environment & Heritage have worked with Council in recent years in relation to reported pollution incidents and illegal land clearing.

Council also commenced proceedings in relation to the Watkins dairy farm, the outcomes of this action have been positive for both the community and the environment with Local Land Services assisting the dairy with the construction of travelling stock lanes within the property thereby limiting the impact upon the Councils road network, improving public safety and improving local waterways.





2. Local Economy

The Gentleman of the road tour by Mumford & Sons significantly boosted the local economy in October 2012, with over 13,000 in attendance at their concert at the Dungog Showground. This one off event was significant from a number of factors and a strong community affinity developed that has continued with this band following the April superstorm.

The economy of the Shire is predominated by the agricultural sector, the seasonal conditions and commodity prices have influenced sectors of the Shires economy. Whilst development activity is a positive sign for the economy the underlying issue is the economic leakage as the community of Dungog witnessed the closure of the hardware store in 2014.

The emergence of festival Dungog is a positive sign in relation to the value add to the local economy from major events, Destination NSW is supporting the event which continues to build the profile of Dungog.

Events in general are a major factor in terms of visitor nights within the LGA, Dungog Events Inc is still be financially supported by Council however the benefits of such assistance in terms of support for a variety of events is evident. Gresford Billycart Derby, Vacy Country Carnival, Planet Dungog, Tractor Trek, Paterson new years fireworks, are just some of the events that have benefitted from Dungog Events.

The Shires location has again attracted the film industry to the area in 2016, which follows on from the success of "Tomorrow when the War began".

Tourism or visitor economy as now referenced will play a vital role in the future of the local economy, the visitation to the National parks and State Forests is very strong and there has been an upgrade to a number of the amenities within these areas. Sadly the road and signage infrastructure within these areas is still in poor condition.

The emergence of new ideas and the need to revitalise the tourism sector has resulted in a new tourism strategy being developed during 2015 and was adopted by Council in February 2016. The development of the horseshoe trail is another feature that will in future years guide people looking for different experiences. However it is up to the industry to drive this initiative forward into the future.

As the road network continues to be improved the experience for visitors in relation to the natural features of the Shire will be more visible, as the scenic qualities and rural experiences will be more attainable.

The Dungog LGA is growing the proximity to the labour markets of the lower Hunter makes the area more appealing to families and the Council rejects the NSW Planning population forecasts for the future.

Council has continued to work closely with the Dungog Shire Chamber of Commerce and we have jointly worked on several initiatives over the past four years. Council is a member of the Lower Hunter Business Enterprise Centre and we refer members of the community in that direction, to help guide them in their decision making. Our other main referral source is to NSW Industry & Investment who can tap major project funding for businesses looking to invest in our area.

There are people within the LGA that have a passion and vision for other business ventures, the development of industrial hemp and the products that can be manufactured from this material highlight a sustainable industry. The Council has also endeavoured to support another local member who has another sustainable industry in the R&D phase.

3. Community and Culture

Council has continued to support Dungog Events Inc. to develop the organisation into a model of fiscal sustainability and self sufficiency with more event organisers embracing the entity and utilising the various tools available to ensure the success of their events.

There are other organisations that have emerged including the Friends of the James and also the Dungog Arts Foundation which are developing relationships and enhancing the exposure of the Dungog Shire across NSW and beyond.

The development of a new residents pack available at the Visitors Centre still needs further enhancement and preferably an improved online presence to assist people settle in to their new environs.

Council has worked closely with Arts Upper Hunter to conduct youth art events on an annual basis as part of youth week, worked with the Dungog Shire Community Centre on various programs associated with youth activities at various venues across the Shire.

Council supported the programs initiated by the James Theatre Management Committee and the Friends of the James as regards funding for various building enhancements at the James Theatre, the work of a small but eager volunteer base has resulted in some marvellous improvements at the James Theatre and special mention to Lisa Connors for her work and fundraising has resulted in this building being revived to a facility that is so beneficial to the community.

Council has witnessed many of our management committees secure additional funds in the past four years to undertake improvements at community facilities, we have witnessed the Clarence Town School of Arts Management Committee celebrate a major milestone with the 100th anniversary of this facility in 2015.

The Paterson Sportsground Committee has raised funds to undertake some fantastic improvements to the sportsground with the picket fencing being one initiative followed by an extension to the sporting amenities block which raised the standard of the facility further.

At the Gresford Sporting Complex Council witnessed the Management Committee undertake their sportsground lighting project, the three tiers of Government contributing a total of \$75,000 towards the project, the community through "in kind" support contributed an additional \$45,000 to the project which was completed in late 2014.

Information nights have been undertaken in regards to grant writing and funding processes, the NSW Department of Sport & Recreation has supported Council with this project in recent years. Citizenship ceremonies have been conducted throughout the term of Council with 21 new citizens being welcomed by the Mayor.

Council attends the regular meetings of both the Central Hunter Local Area Command and Port Stephens LAC conducted by NSW Police, where reports are tabled in relation to crime statistics

and in relation to crime prevention projects being undertaken. In 2013 the Port Stephens commander established a new liquor accord for the Port Stephens LAC effectively resulting in the cessation of the Dungog Liquor Accord.

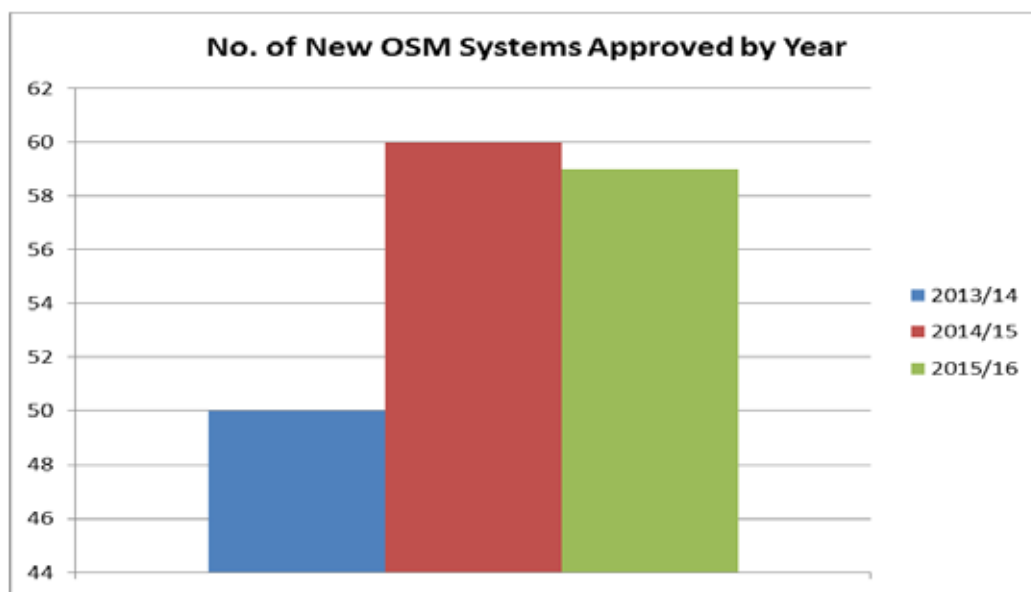
Food inspections undertaken as required within Councils risk framework as with public health inspections. Food safety alerts issued to business premises as released by the NSW Food safety authority.

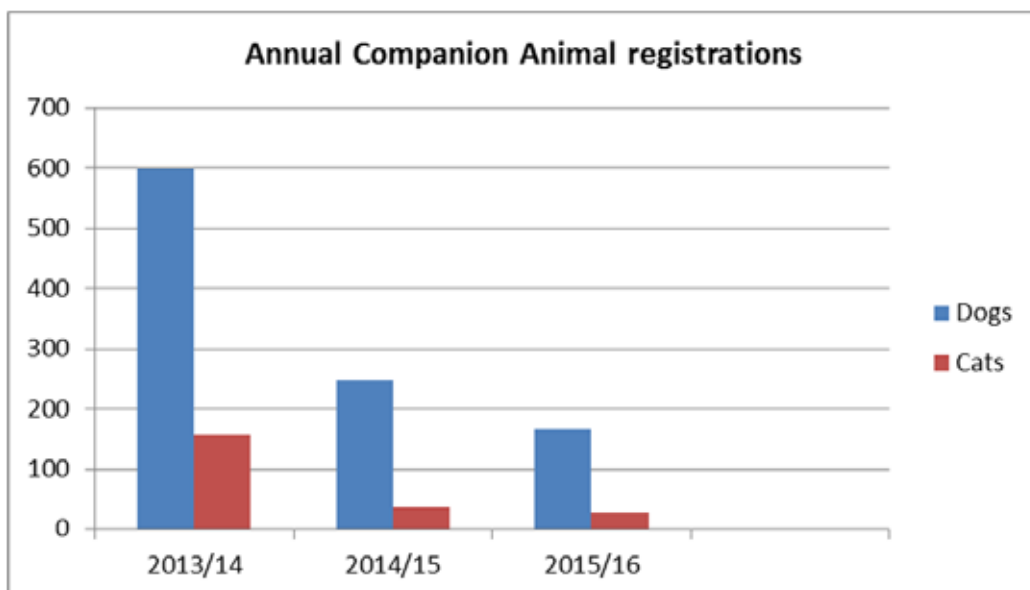
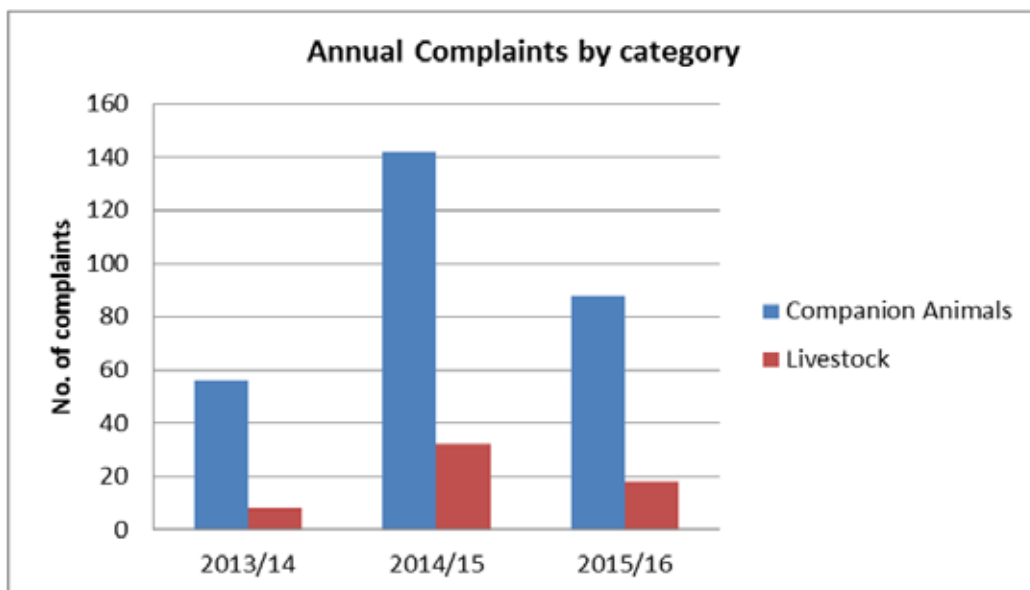
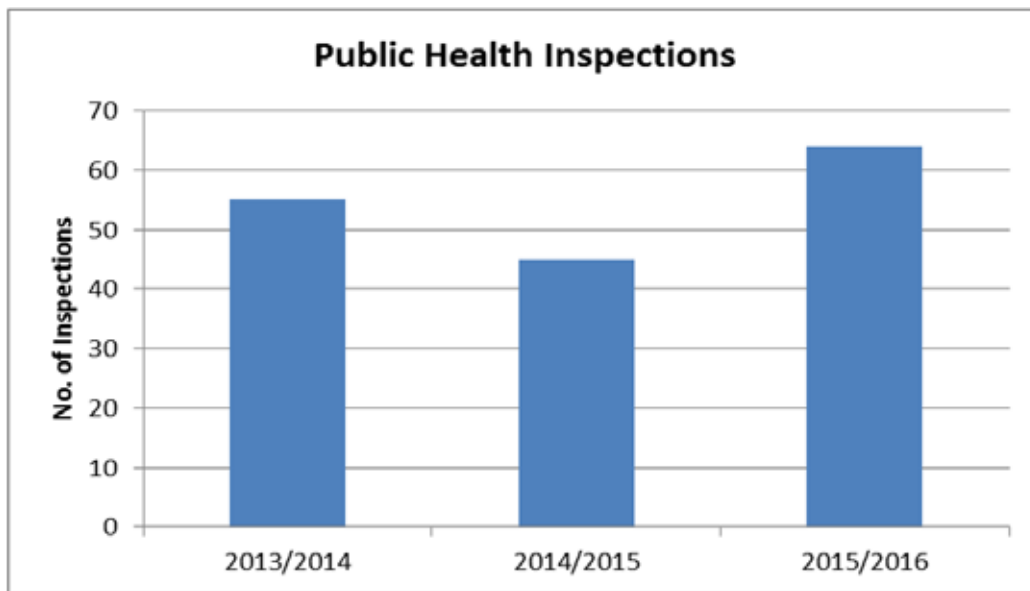
The implementation of the swimming pools inspection legislation has added to the workload of Council officers, Councils environmental compliance officer has undertaken 228 inspections since the legislative provisions came into effect.

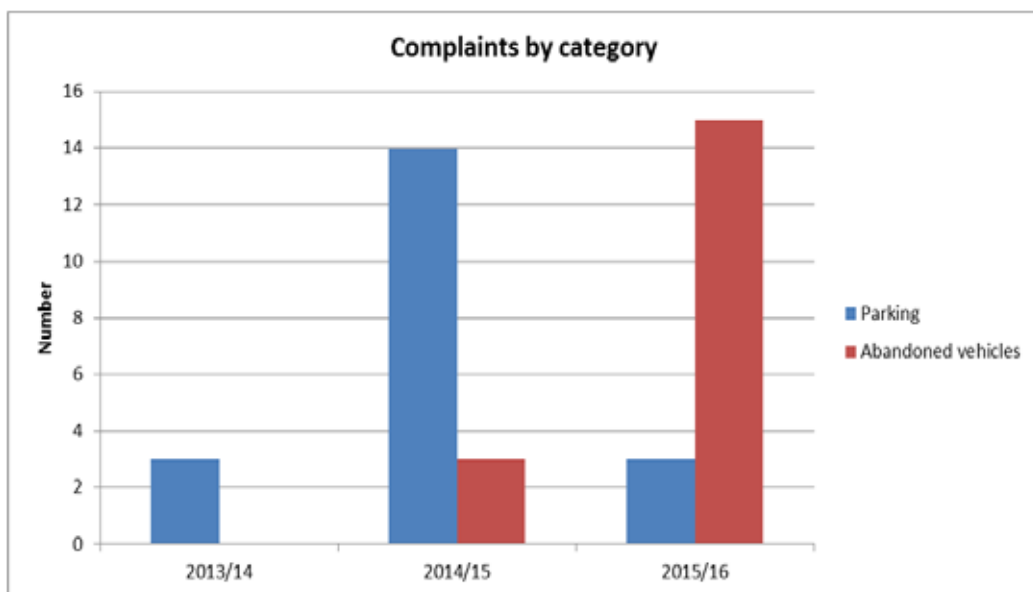
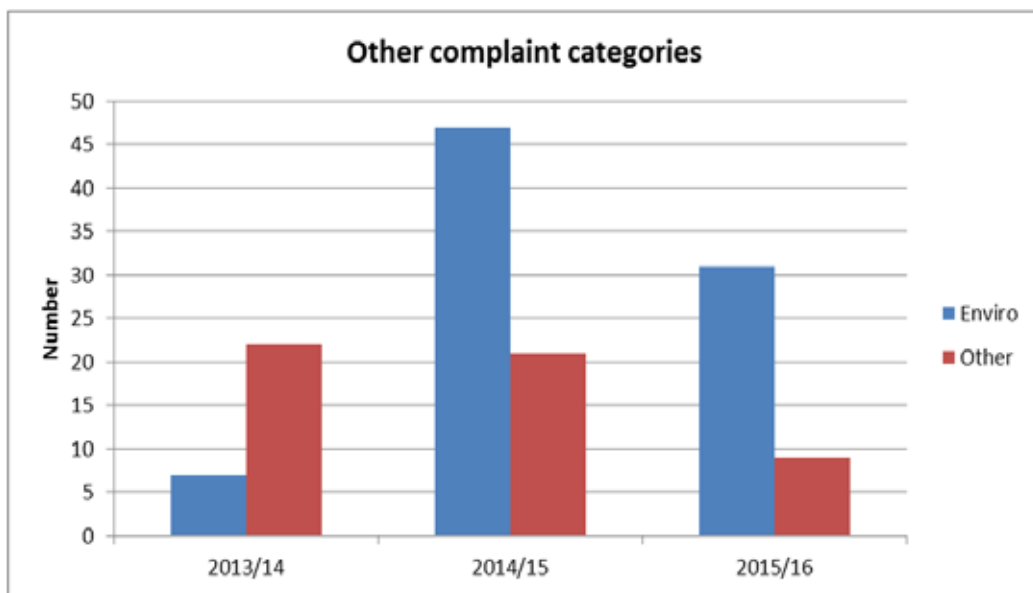
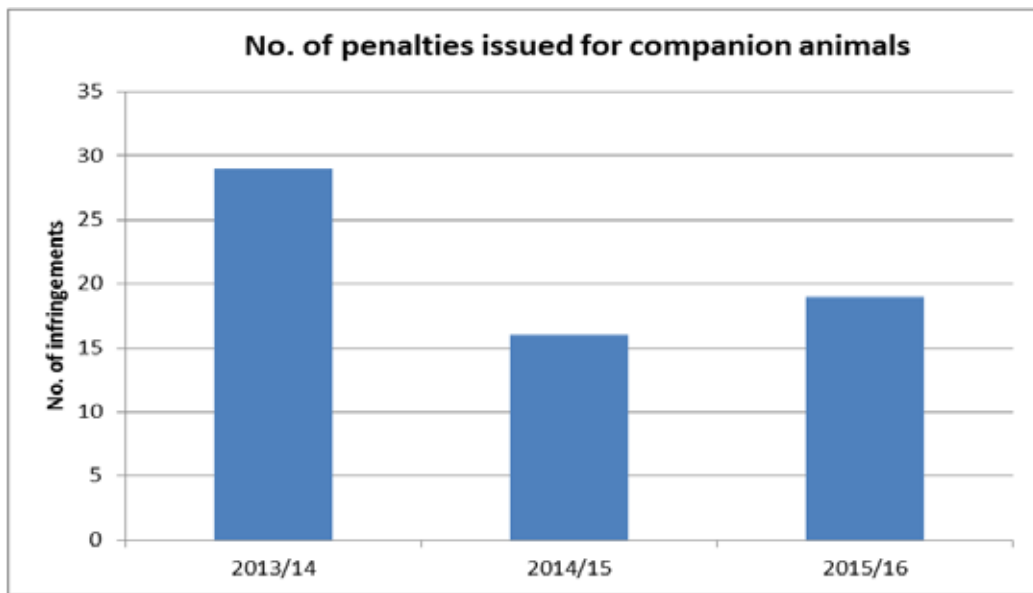
The other activities associated with the environmental compliance officer includes the companion animals portfolio, the revision of the database for companion animals coupled with various checks has resulted in increased registrations. Complaints in relation to companion animals are monitored and followed through as required. From the former Port Stephens service of one day per week the levels of compliance that the Council now avails itself of has resulted in improved responsiveness to complaints from the general public across many spheres of activity.

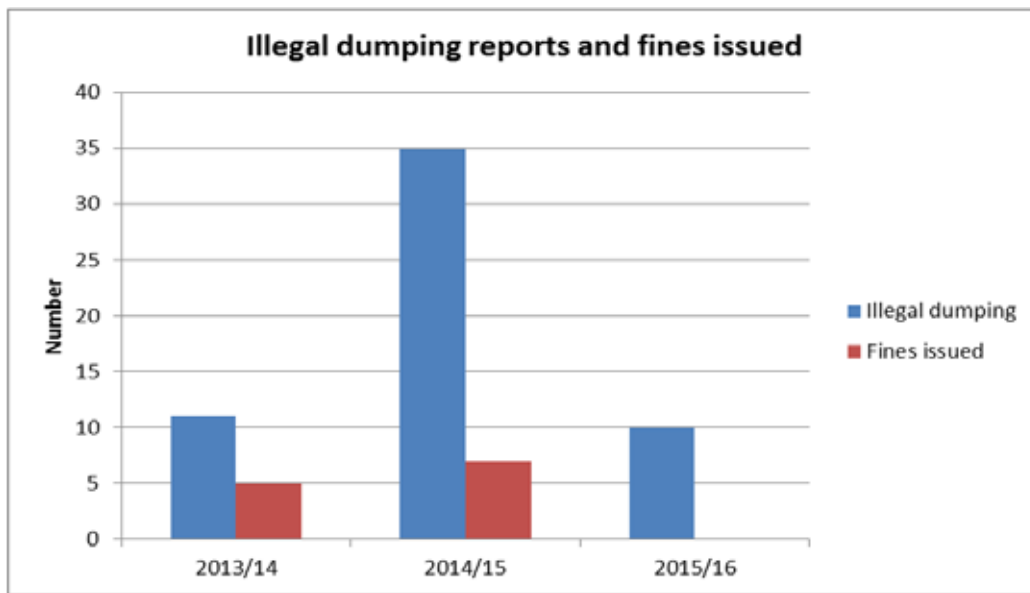
In recent years staff had expressed concern as regards the level of community participation in the Australia Day Awards, a new approach was initiated for the 2016 Awards with the appointment of a committee comprising both Councillors and community representatives. In comparison with previous events the nomination of 19 candidates in 2016 demonstrated that the community can take ownership of a process with Council supporting in the background.

Throughout the period the number of community events or programs has ranged from local government week, national disability day, seniors week, white ribbon events, clean-up Australia day, national tree days. Councils support has been dependent on staff availability as Councils only community project officer is a part time position that was not filled with temporary staff following the officers involvement in a serious motor vehicle accident.









4. Rural and Urban Development

There has been an adequate supply of rural residential land being released to the market within the southern areas of the Shire, in particular close to the environs of Clarence Town and Vacy, the proximity to the employment markets of the lower Hunter has made these areas more marketable in terms of commuting time.

Council released Melbee Stage IV to the market in 2013 with the 13 residential blocks entering the market in Dungog the take up has been markedly slow, with the contracts for the final block being exchanged in late June 2016.

Whilst a planning proposal for Hanleys Creek was submitted to Council for rural residential development in proximity to Dungog, the subsequent development application has not met the requirements of Council in relation to the provision of sufficient information to enable Council officers to fully consider the matter. The developer unsuccessfully attempted to challenge the matter in the Land & Environment Court as a deemed refusal however had run out of time to lodge the appeal.

Council has also experienced two different medium density housing projects within Dungog that have both been withdrawn due to developers not wanting to comply with Council requests for further information or analysis. Council officers have stood their ground in relation to both proposals as they endeavour to ensure the Council and community achieves outcomes as expressed through the community consultation sessions associated with the development of the community strategic plan.

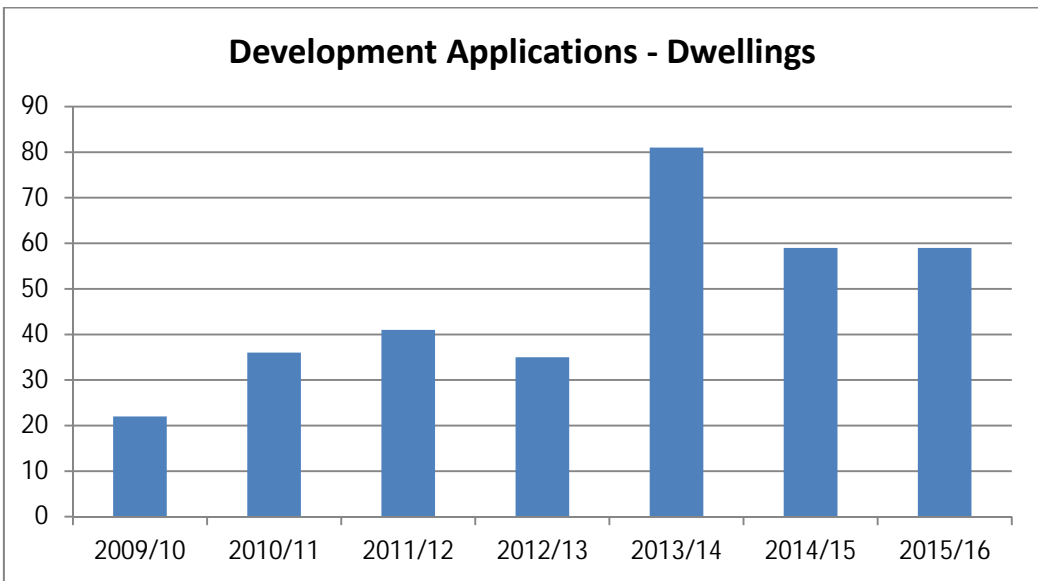
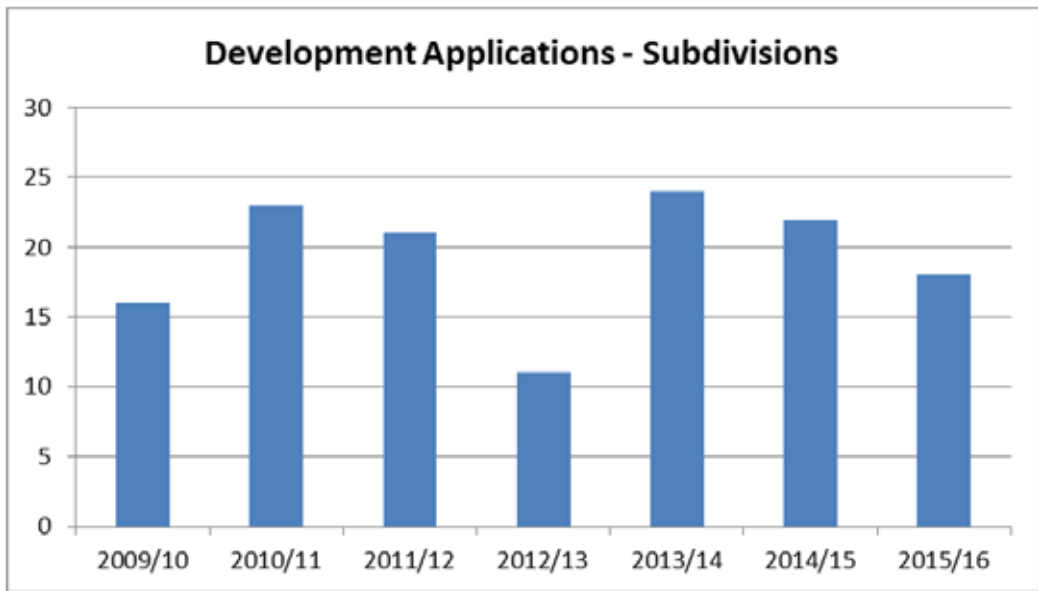
A detailed rural lands strategy needs to be undertaken and funding for this project has been received from both Hunter Water and NSW Planning, the project is currently in hiatus in view of impending mergers. It is expressed that the strategy needs to consider the long term for protection of agricultural lands, the minimum lot size and where development may be suitable.

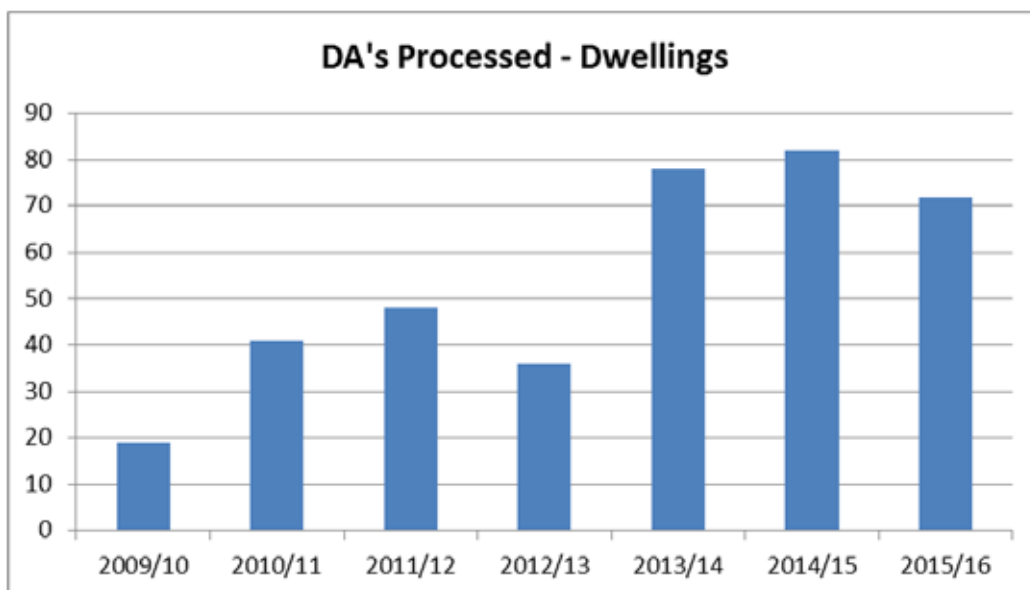
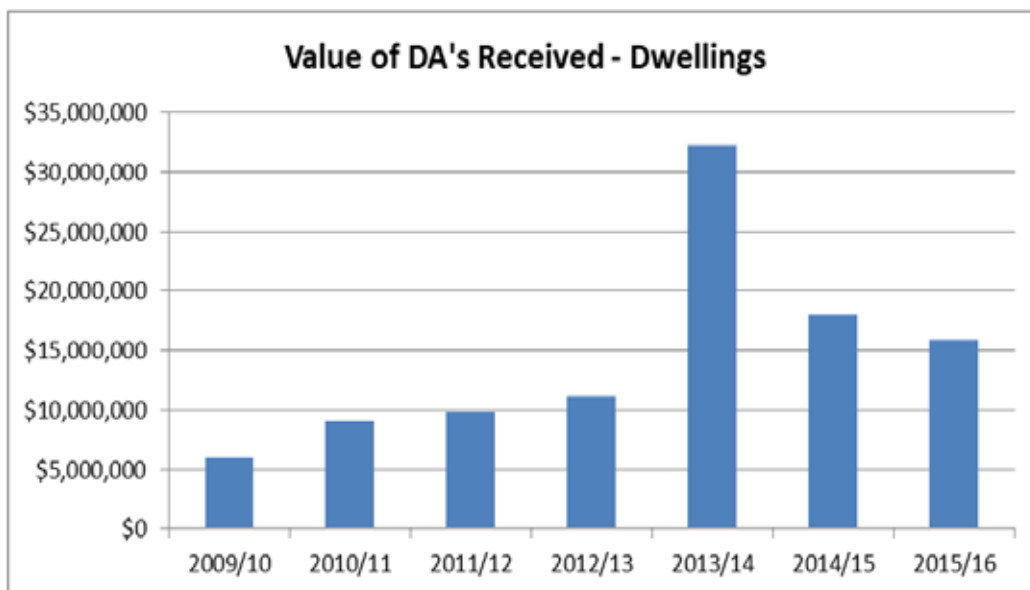
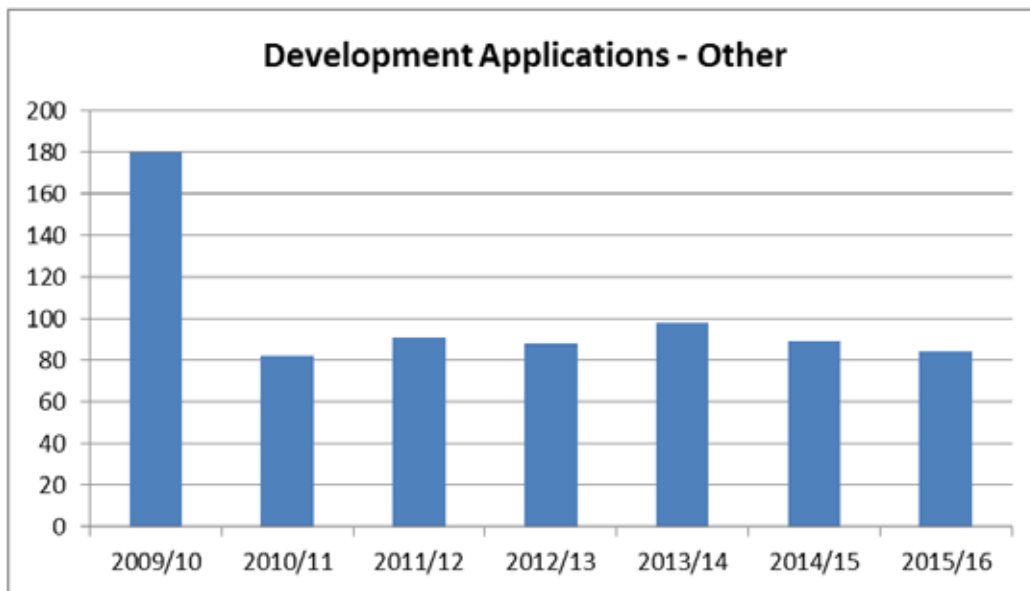
Council has initiated Class IV proceedings within the Land & Environment Court against the operators of the Martins Creek Quarry, the Council witnessed the sale of the quarry in 2012 and since then the levels of truck movements has increased significantly. Whilst the operator has lodged a new development application with NSW Planning there is no assurance that this application would be taken up by the operator if approved. Councils actions against the operator will continue past the life of the existing Council and the matter needs to be resolved.

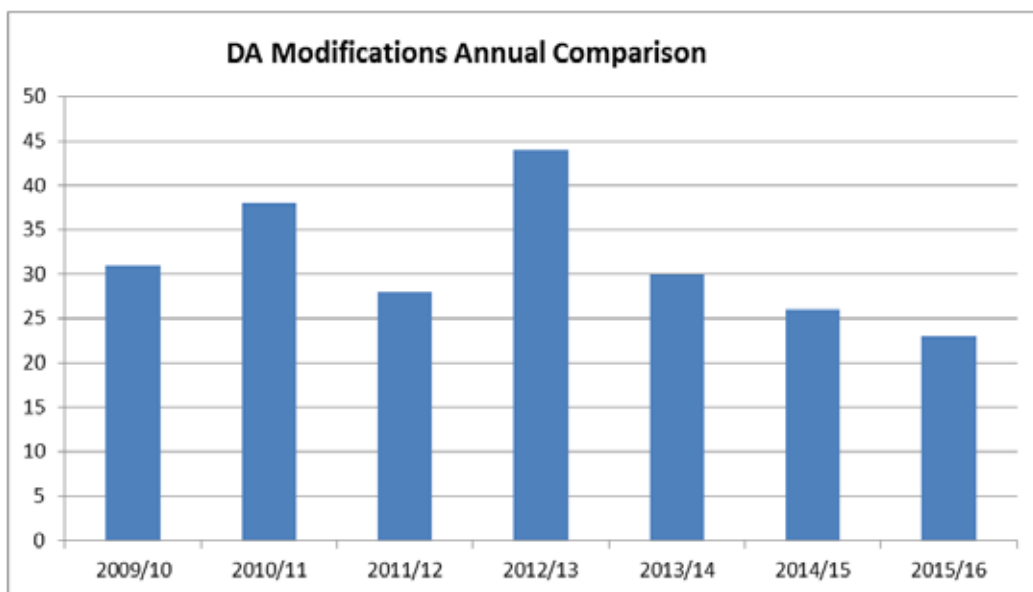
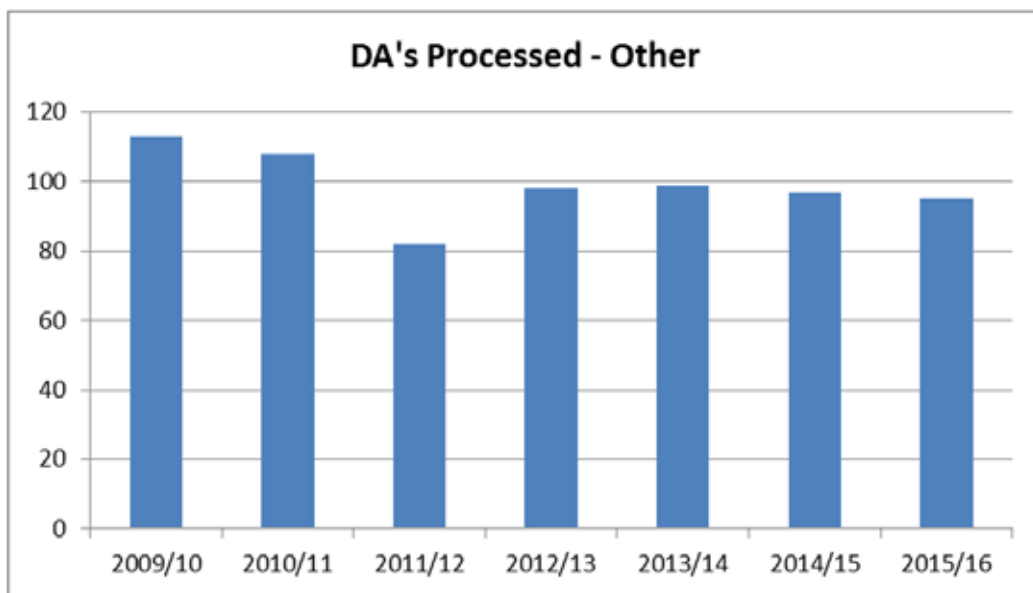
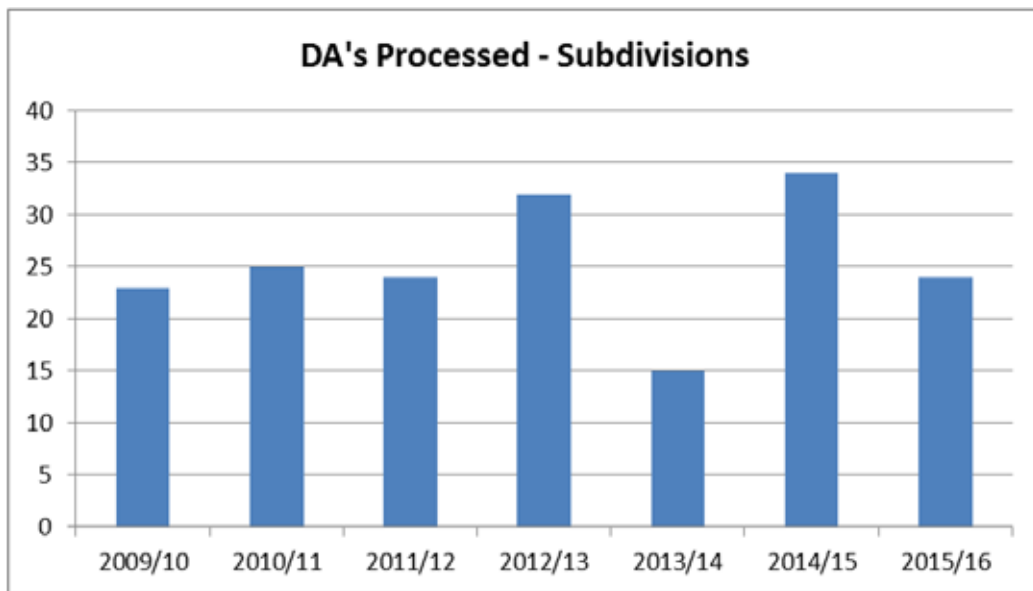
There has been limited enquiry for commercial/industrial zoned land within the Shire, Council holds a limited stock of land that is suitably zoned. The former Maxwells creek Timber Mill has been sold to a consortium involved in the development of industrial hemp products.

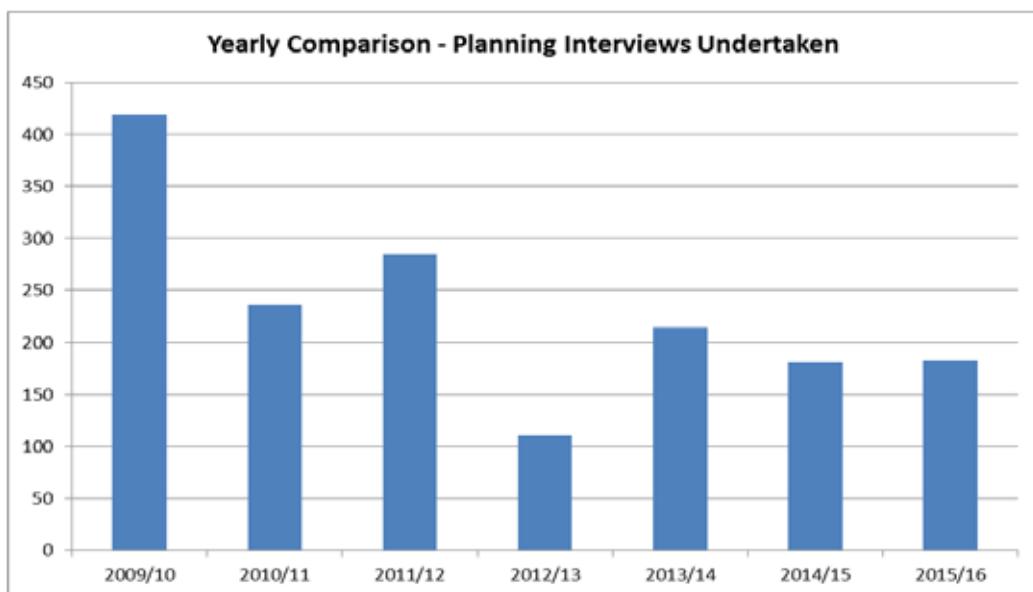
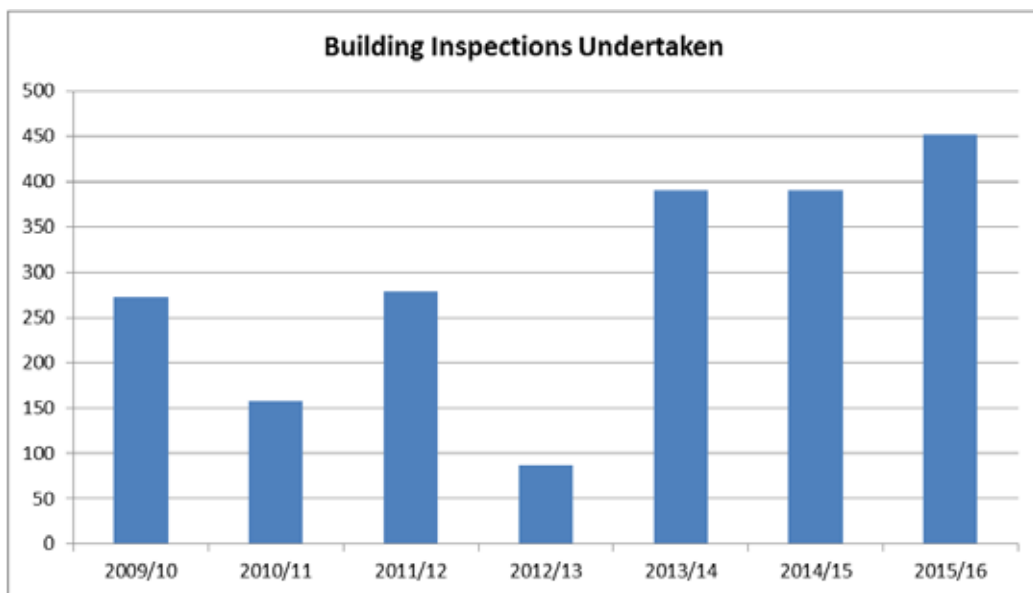
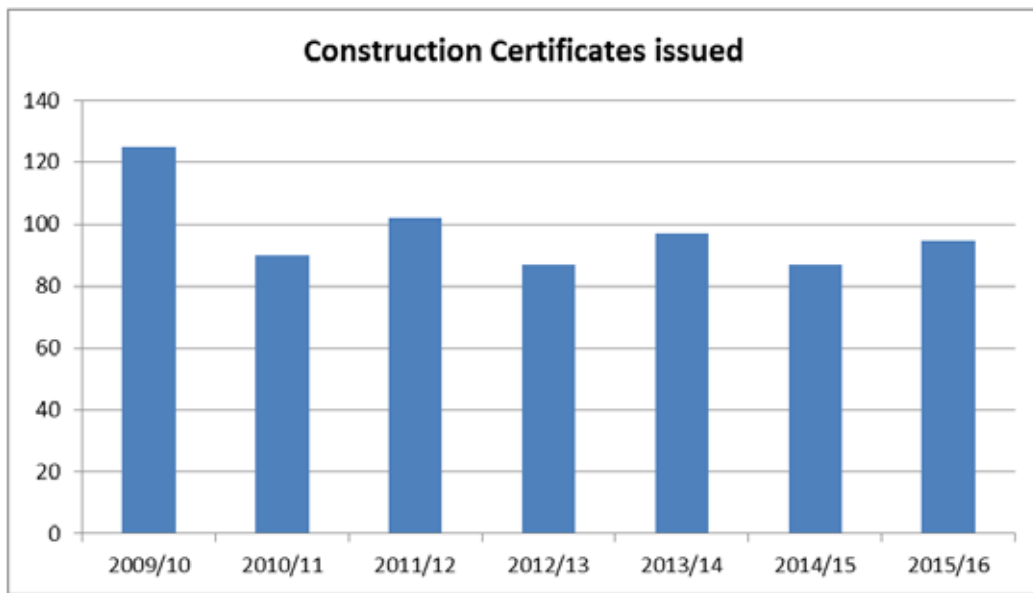
A history in three rivers Dungog Shire heritage study and thematic history was completed in August 2014 by Michael Williams, this document outlines the thematic history of the Shire and was adopted by Council in 2015. The previous heritage study was undertaken in 1988.

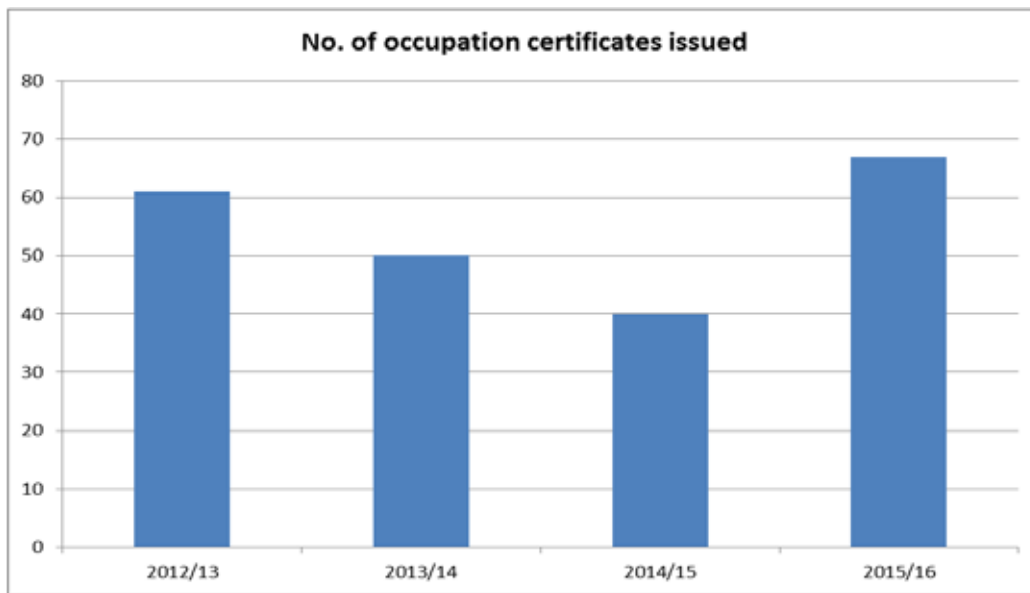
Council has continued to witness growth within the Shire, this is reflected in the level of development activity and the number of dwellings that have been approved within the LGA as reflected in the following graphs.











5. Recreation and Open Space

Council has continued to maintain our existing facilities within budget limitations. During this term the Council has continued to support members of the community that have been active in pursuing control of the Dungog Common and finally in 2014 the Minister for Lands announced the establishment of the Dungog Common Recreation Reserve Trust.

Future sporting grounds has previously been identified by Council to take the pressure off existing facilities, fortunately with the roadworks on MR 301 Council has been able to undertake extensive quarrying works on the site at Clarence Town that has been previously identified for use as a sportsground by the Council.

Council staff have been in discussions with the various representatives of Clarence sporting organisations in relation to the design options for the quarry site

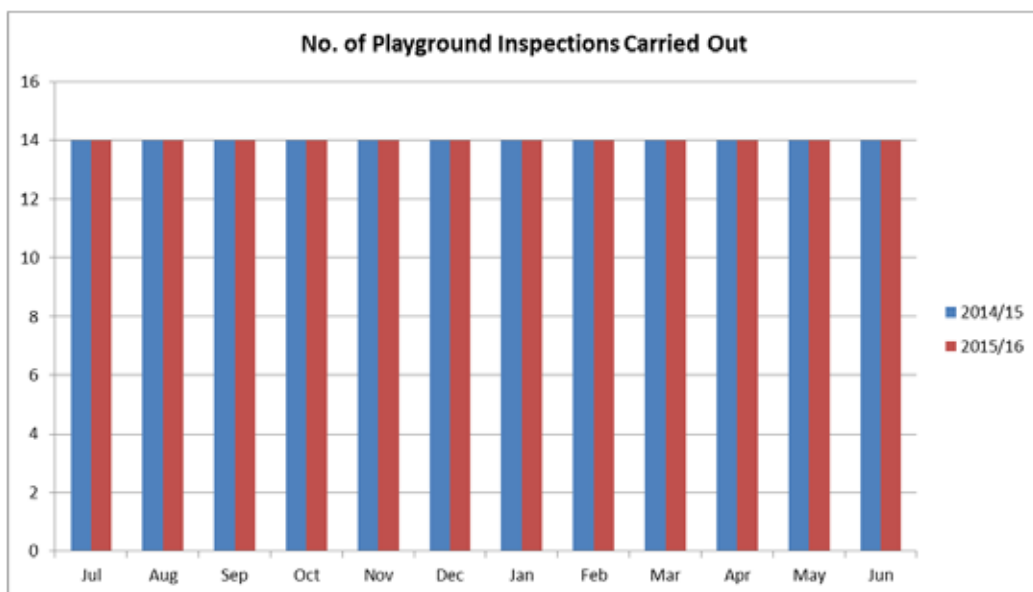
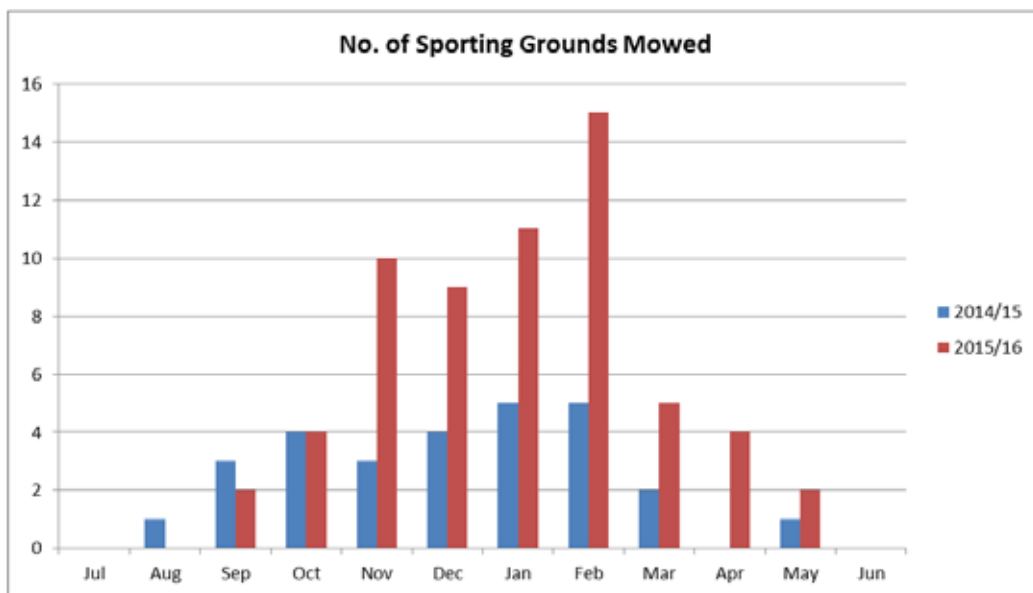
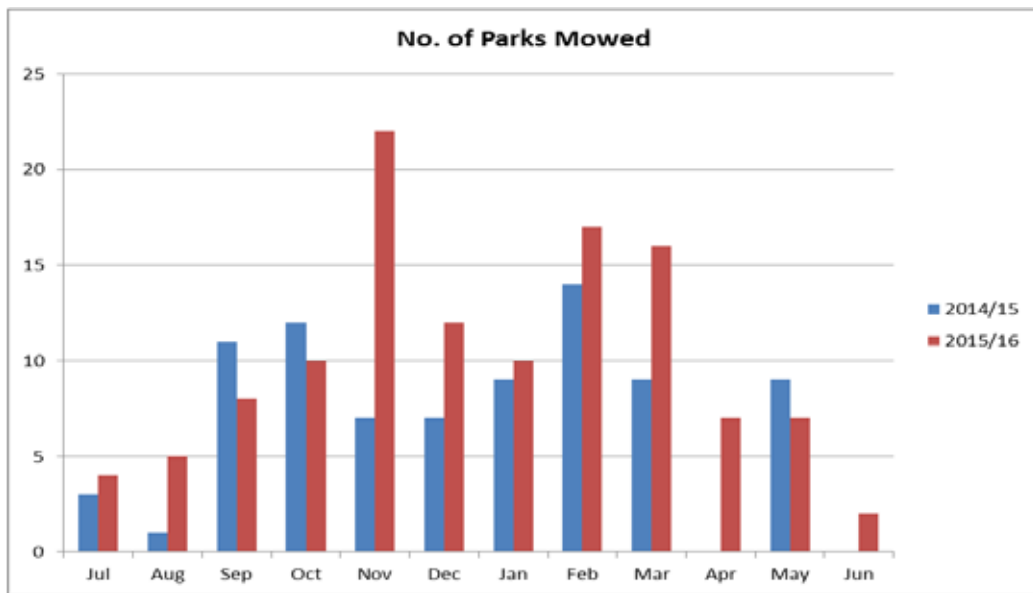
In Dungog, Council has acquired lands more commonly referred to as Abbots Flat, this site has 1Km frontage to the Williams river and will afford the community in the years to come a variety of passive and recreational pursuits.

Within the State Forests and National Parks of the Shire we have witnessed upgrades to a number of amenities but the road network within is less than satisfactory. Despite large numbers of visitors to the areas for camping and holiday activities the Council has continued to raise issues around poor directional signage and access routes that need significant monies expended on them.

The Clarence Town Progress Association re-established the footbridge within the Clarence Town wetlands and the Green Army project commenced in May 2015 within the wetlands. The Progress Association has developed concept plans for a village green and wharf reserve project during 2015, sadly the area has again become the target for vandals with damage to the facility over the last weekend of July 2016.

We have witnessed the re-emergence of the Clarence Town tennis with a new committee established and the installation of new courts in 2012 and a new clubhouse erected on site in 2013, with a licence agreement established between Council and the tennis committee.

The Paterson Sportsground Management Committee has undertaken a number of projects within the Reserve, the picket fence around the perimeter of the oval was an initiative of the committee and community of Paterson. The Committee secured PRMF funding of \$49,000 which was allocated to undertake the extensions to the toilets and ablutions with the project completed at 30 June 2016. The Committee has also identified a further list of projects which they will be undertaking in the forthcoming financial year.



6. Infrastructure and Services

From the 2012/13 financial year until the end of June 2016 \$27.7 Mil has been expended on capital works within the roads and bridge infrastructure, which is a record spend on infrastructure within the Dungog LGA. Whilst \$3.38Mil is associated with the April 2015 superstorm the \$23.76Mil on Council infrastructure has made some significant improvements to segments of the road network.

The State Government announcement in February 2016 of \$10Mil spread over 4 years for MR 101 will result in further improvements to the regional road network.

However the Council is concerned as regards the progress by the RMS in relation to the Brig O'Johnston Bridge, Council has supported the advocacy initiatives of the Clarence Town Progress Association associated with this structure which has more than exhausted its useful life. Council with the support of the RMS has prepared a funding proposal for a new single bridge adjacent to the existing bridge and the submission was lodged with Industry NSW, the RMS' intention is to undertake improvement works to the Brig O-Johnston Bridge in view of its State heritage status.

Works at Vacy Bridge and also Gostwyck Bridge by the RMS has continued to hamper the movement of traffic within the Shire, with works on the Vacy Bridge recently completed by the RMS it is still a one lane bridge, Gostwyck Bridge is still being worked on by the RMS and traffic is being regulated.

Council has continued to make representations to our local member over the past 4 years in relation to police numbers in the LGA, securing two local police officers for Dungog and a local officer for Clarence Town has at times been extremely difficult and it should be emphasised that this is core numbers only as three officers are serving 6,000 residents of the Dungog LGA.

Council has unsuccessfully advocated for the replacement of housing in Clarence Town to enhance the potential to attract a local officer to reside within the community.

The Dungog Health forum has met bi-monthly throughout the term of Council with advocacy on a number of fronts ranging from GP recruitment, changes to the Federal Governments categorisations and zone allowances, improved provision of mental health services within the Dungog LGA, hosted information sessions in relation to renal dialysis, early childhood learning, dietetic services.

We have also participated in Hunter New England Health well being programs and been represented at various forums with the local and district health services managers.

The roll-out of NBN Co within the Shire is underway and the establishment of more fixed wireless bases is currently a "work in progress ". Council has received several briefings over the years from the NBN Co in relation to the works within the Dungog LGA.

From a local emergency management perspective the Council undertakes the facilitation of the Local Emergency management Committee meetings and provides support to the relevant combat agencies as required. The 2015 April superstorm stretched the resources not only locally but also regionally, what has been identified is the need to develop appropriate resilience strategies that will enable local communities to support themselves in the event of isolation.

As a consequence of the superstorm and the flooding event within Dungog, Council has received funding to proceed with a flood study for the Dungog catchment. Funding applications have also been made to Government to enable the Council to proceed with the acquisition of the properties where the premises were washed away.

The Clarence Town Flood risk and management plan was completed in 2014. These projects are funded by both the NSW and Federal Governments on a matching \$ for \$ basis, the Office of Environment & Heritage has continued to support Council through the grant application process.

During this term of Council the asset management plans were developed and are under review by Council officers as their information is regularly being updated. What has been identified is the level

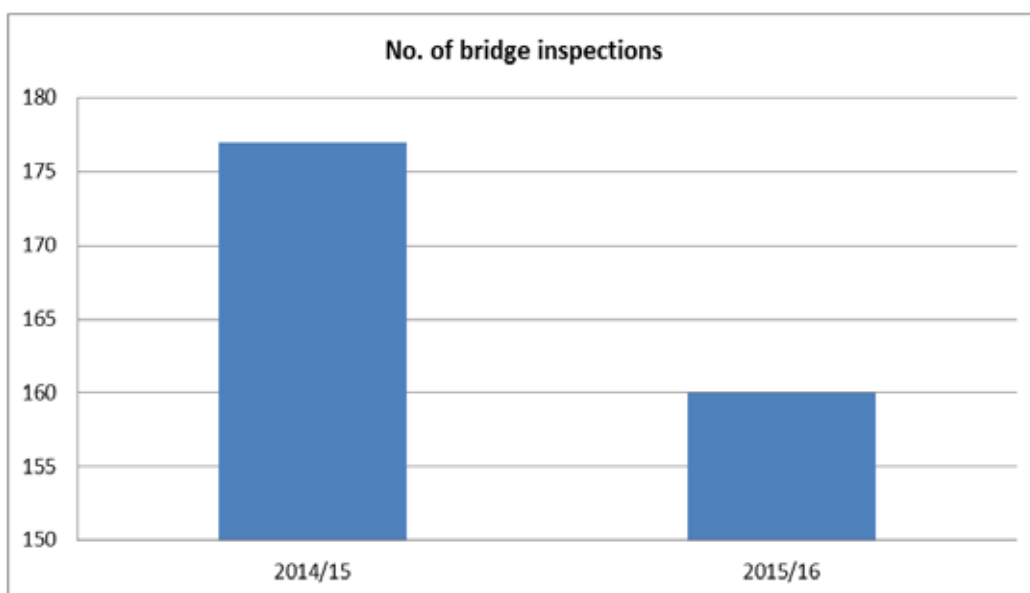
of under-funding of Councils infrastructure. This has been highlighted within the Councils improvement plan that the Council effectively needed to double the current level of general rates if we could not secure alternative funding sources.

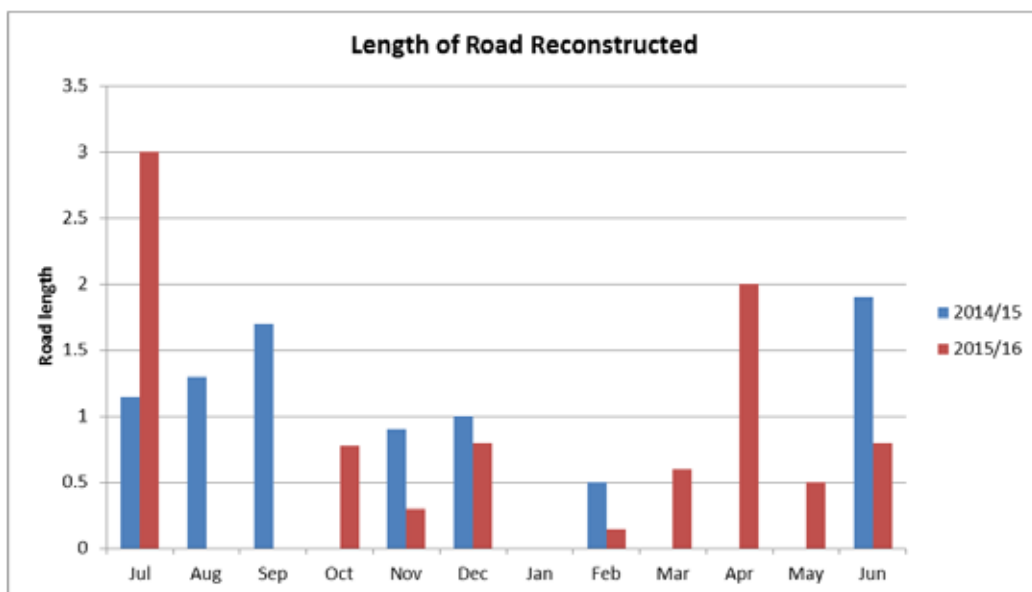
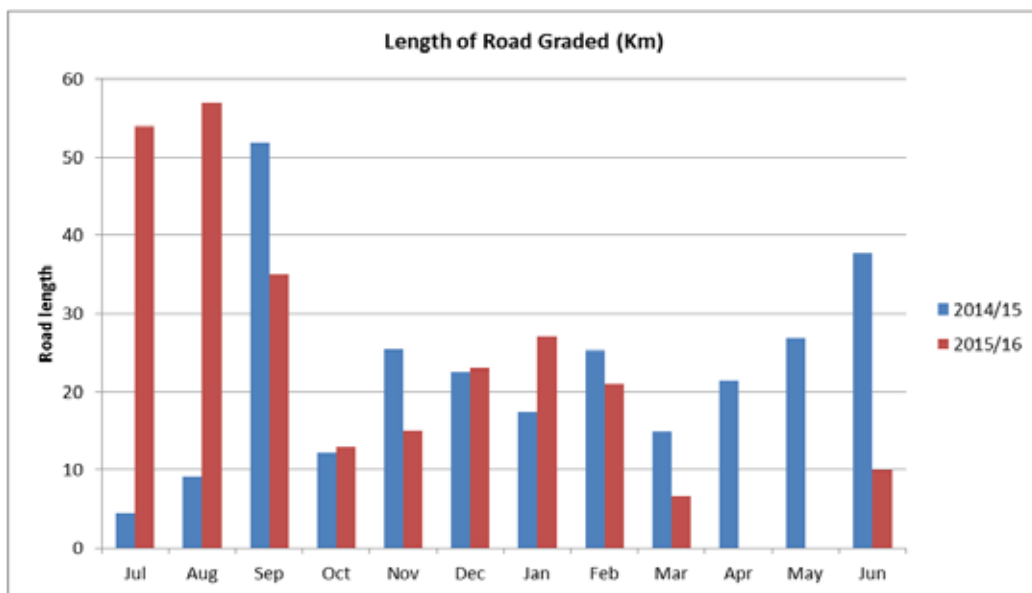
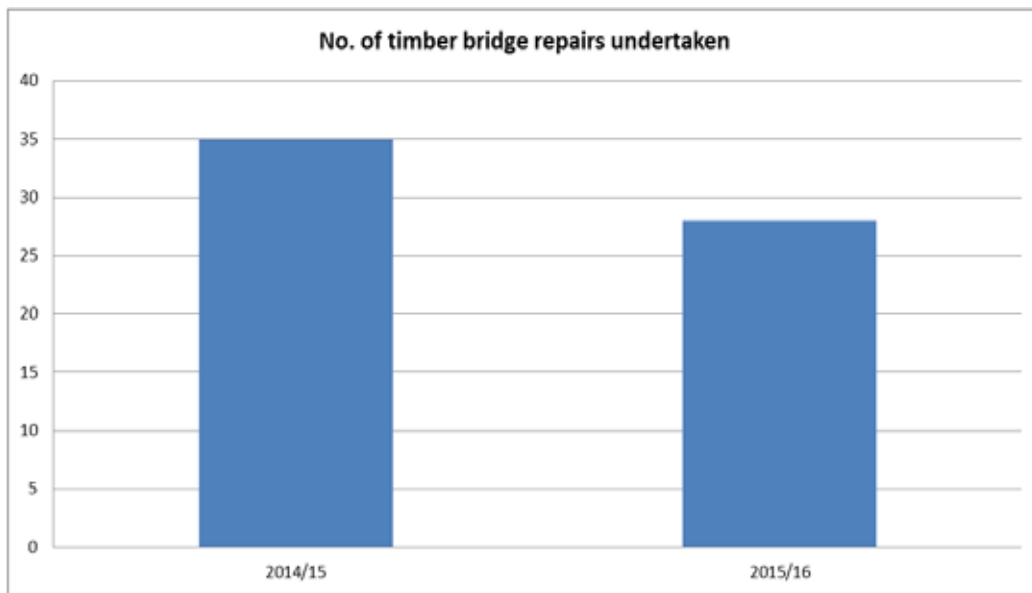
With the Council having in excess of 700Km of road network the ability of the Council to adequately service the infrastructure with limited funds, highlights that as part of the discussion required about rates is the discussion on service levels.

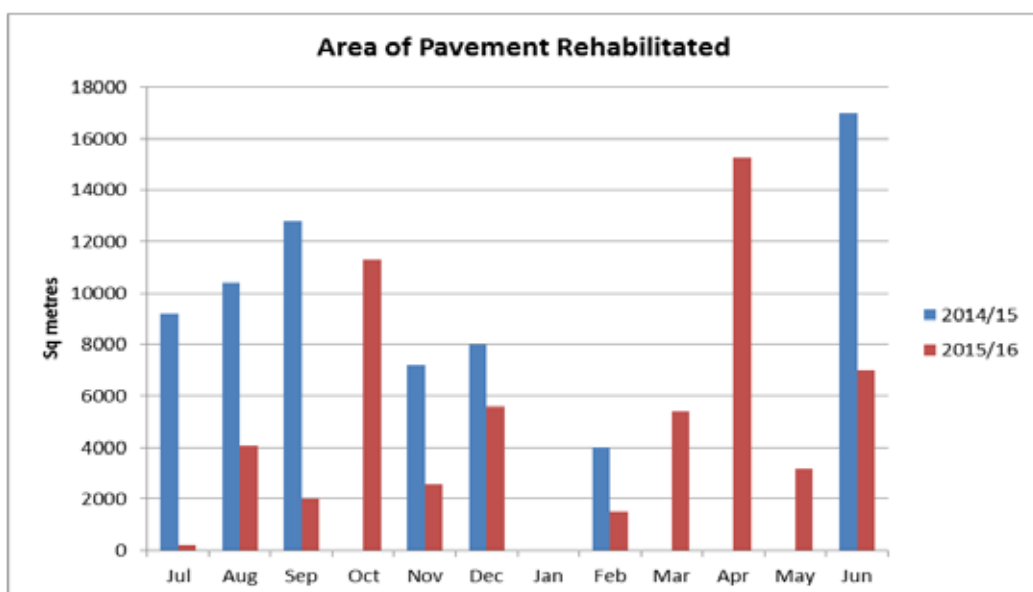
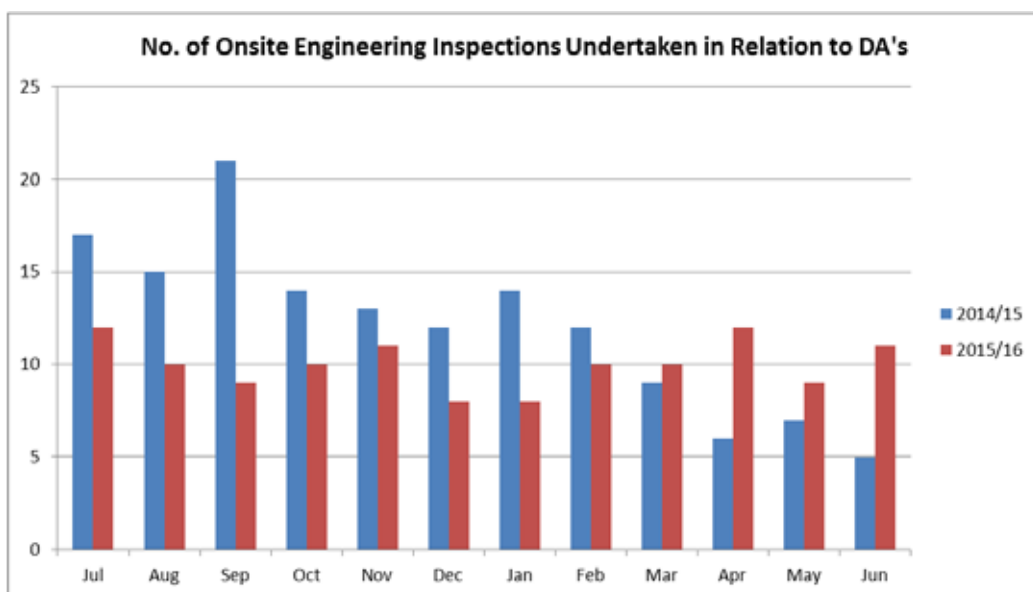
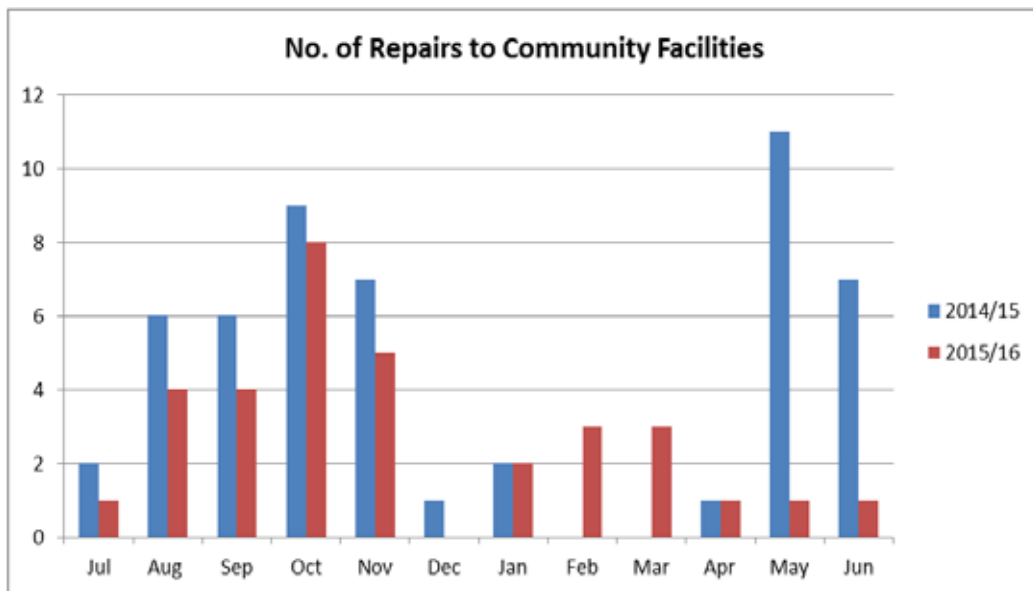
Council has undertaken a loan borrowing in the 2015/2016 financial year to clear the backlog of works on many of the Councils facilities, however the cost to replace or renew the timber bridge infrastructure alone is significant and the infrastructure is likely to be further compromised as a consequence of the National Heavy Vehicle regulators approval of increased weights that can be transported by approved truck types.

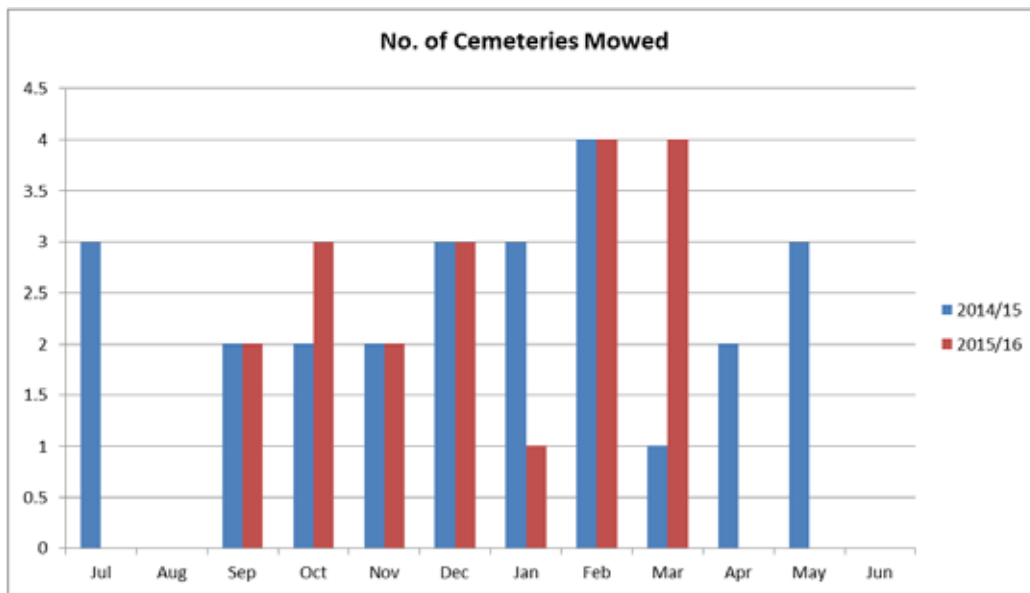
Whilst there was commentary provided earlier as regards development activity this also places additional strain on Council staff time across various Departments as one of the graphs that follows reflects the number of onsite inspections in relation to the engineering conditions imposed on developments.

Considering the staff pressures within this area of Councils operations, the executive manager infrastructure and assets has continued to deliver on the ground projects and secured additional funding through various programs such a the Blackspot program. A lot of work goes into the preparation of funding submissions which is not seen by the broader community, funding is only secured if an officer of the Council devotes time to the process and his efforts needs to be recognised.









7. Council Governance and Finance

During this term of Council, the Council has met our statutory obligations in relation to compliance reporting for the various Government Departments, the Council has not been fined nor prosecuted for legislative non-compliance.

Opportunities were afforded to Councillors to attend external training and conferences throughout their term. Councillors undertook specific training in relation to meetings practice and code of conduct training.

There were numerous workshops held during the term of Council ranging from subjects associated with coal seam gas and receiving three briefings on the subject matter with the division of resources and energy and also AGL in relation to the proposed pipeline through to matters to support the Councillors in their decision making processes in relation to the LEP 2014 as examples of the scope and breadth of information that Councillors have had to consider.

The Local Government reform process has effectively dominated the Council agenda since 2013 resulting in Council having to determine the course for the future of this Council. Code of conduct complaints against Councillors throughout this term was limited to 8 complaints with no Councillor being censured by the Council.

From an employment perspective the organisational structure was reviewed in 2013, there has been no industrial relations matters or WHS prosecutions. The underlying issue has been the recruitment of suitably qualified personnel to fill vacant positions particularly within the professional areas of engineering and town planning. However Council has maintained a full professional team since January 2015 with the exception of development engineer which is outsourced on a part time basis.

Council did consider the improvements to the administration building but have effectively delayed any further consideration on the matter until the outcome of the fit for the future process is known.

The Mayor has been extensively involved at the regional level through Hunter Councils and the formation of the Pilot Joint Organisation in 2015. At a regional level Council has provided input into the RDA – Hunter strategic priorities, the NSW Government Transport masterplan, the review of Crown Lands Act, the review of the Local Government Act, street lighting costs, received briefings from the University of Newcastle, Hunter Sports Academy and the high-speed rail proposal.

One of Councils major benefits of regional cooperation is reflected through regional procurement Council has purchased \$2.86Mil in goods and services in the 2015/16 financial year through the Hunter Councils regional procurement initiative. The Newcastle Regional Library partnership also provides many benefits to Council as the Newcastle Regional library has the second largest spend on library books in NSW resulting in significant leveraging for Council.

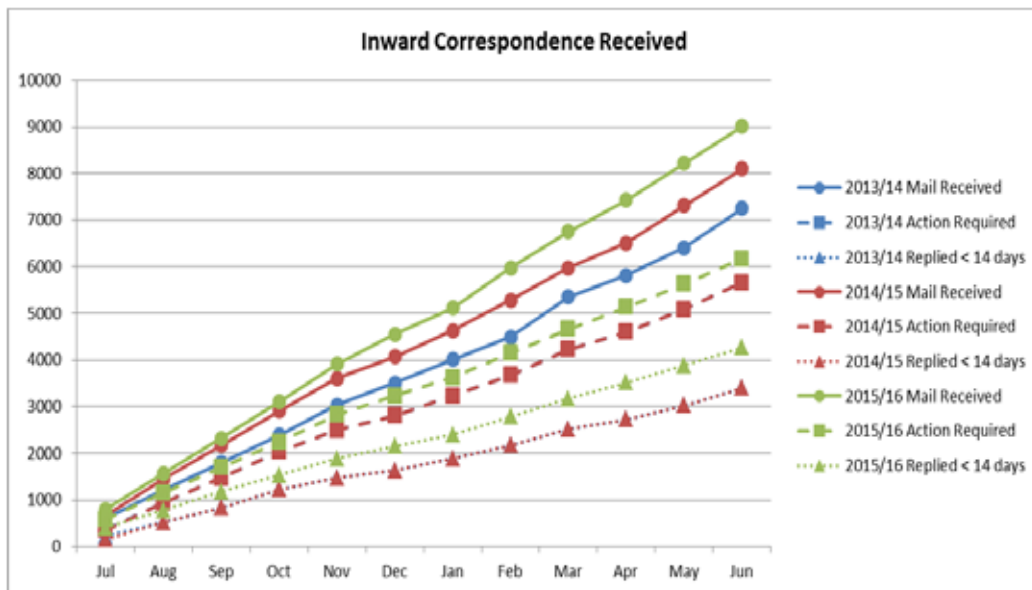
Council and the community of Dungog Shire has also started to witness the benefits of an investment decision made some time ago with the Southern Phone company not only provided Council with strong dividend windfalls plus additional community grants being awarded in the those shareholder LGA's which commenced in 2014.

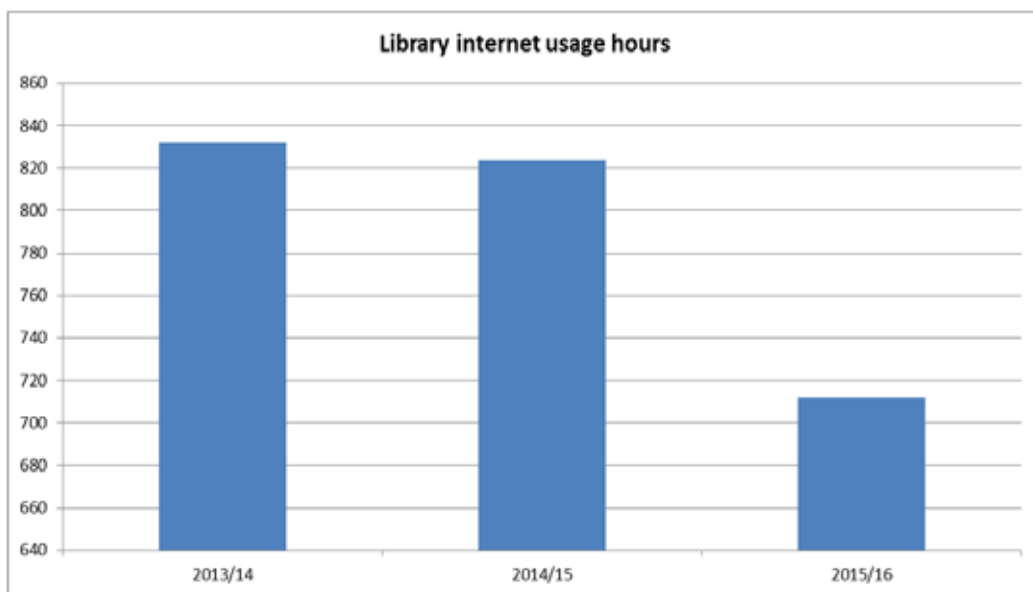
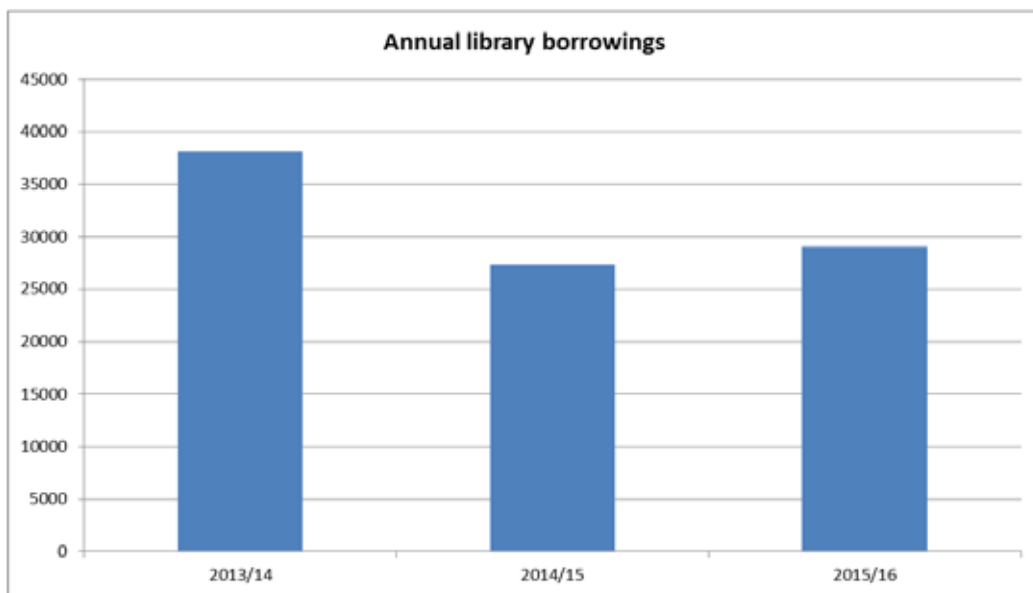
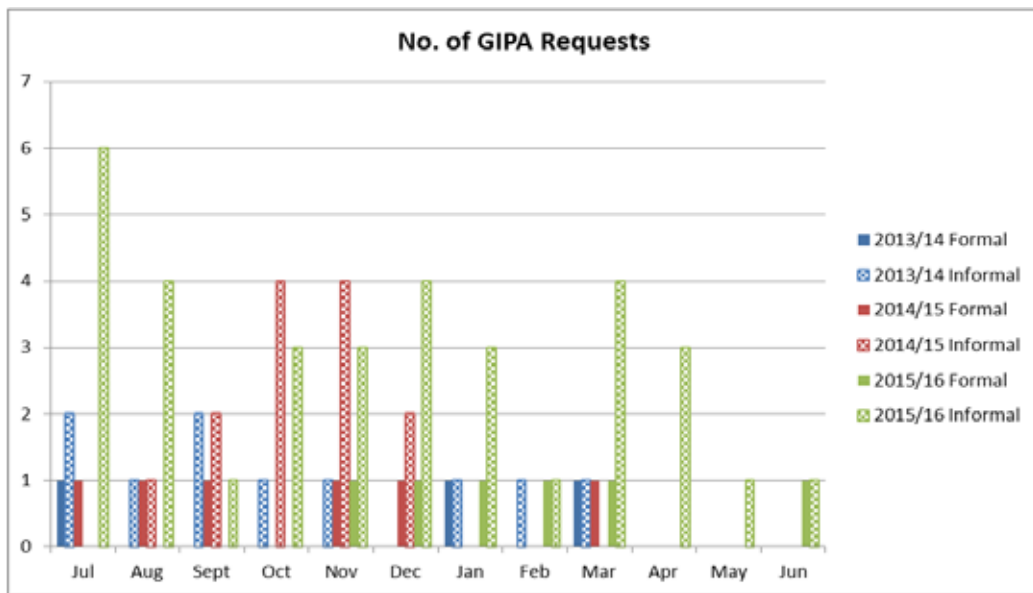
Councils' investment portfolio is managed internally by Council officers as we endeavour to secure returns from the investment market which are low risk, Councils investment decisions have been guided by the Office of Local Government Guidelines and our own investment policy. Staff did not undertake to investigate in more detail the outsourcing of the Councils investment portfolio in view of the cost which would have impacted upon the Councils returns in this low interest rate environment.

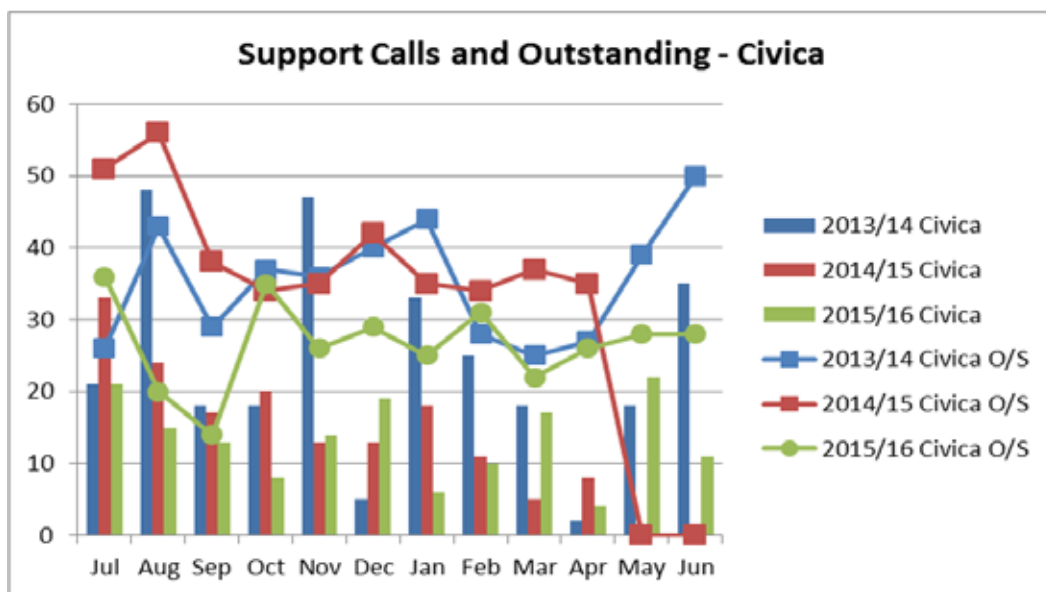
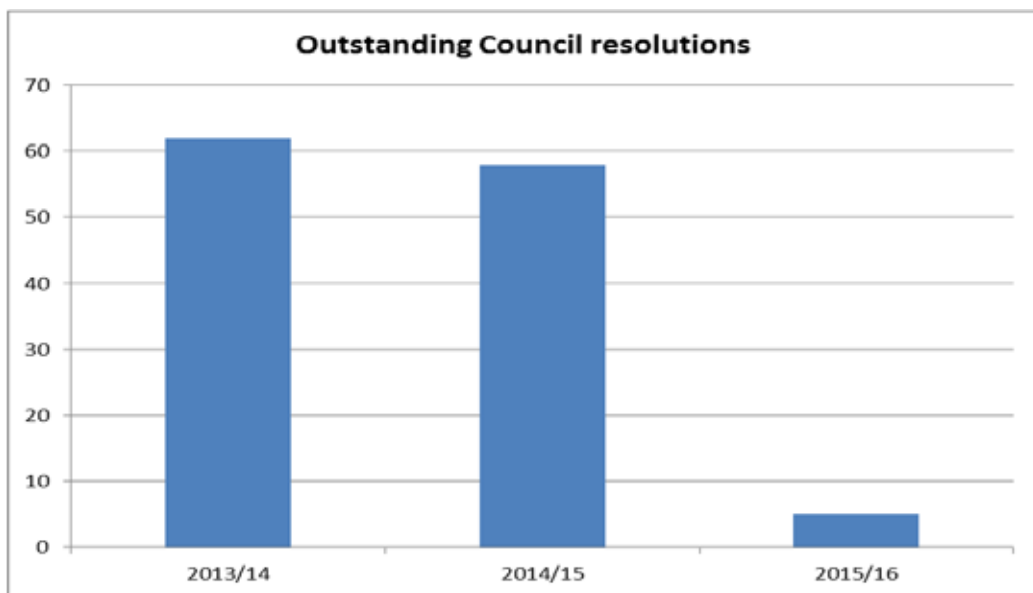
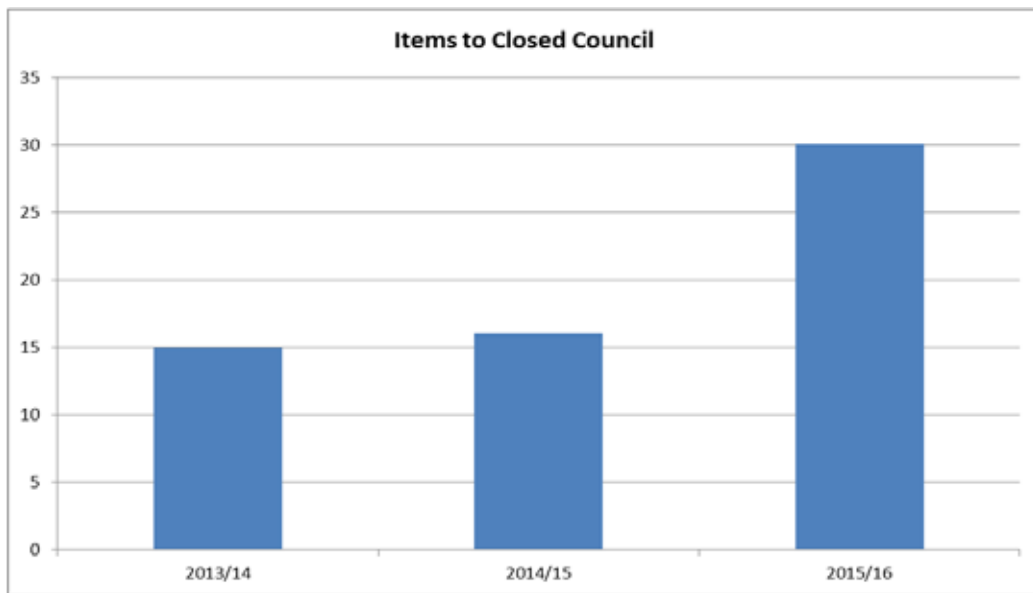
The increase in items referred to confidential session of the Council in 2015/2016 relate to matters predominantly associated with the receipt of legal advise in relation to actions underway or pending and also matters surrounding Council facilities and individuals impacted by the 2015 April superstorm.

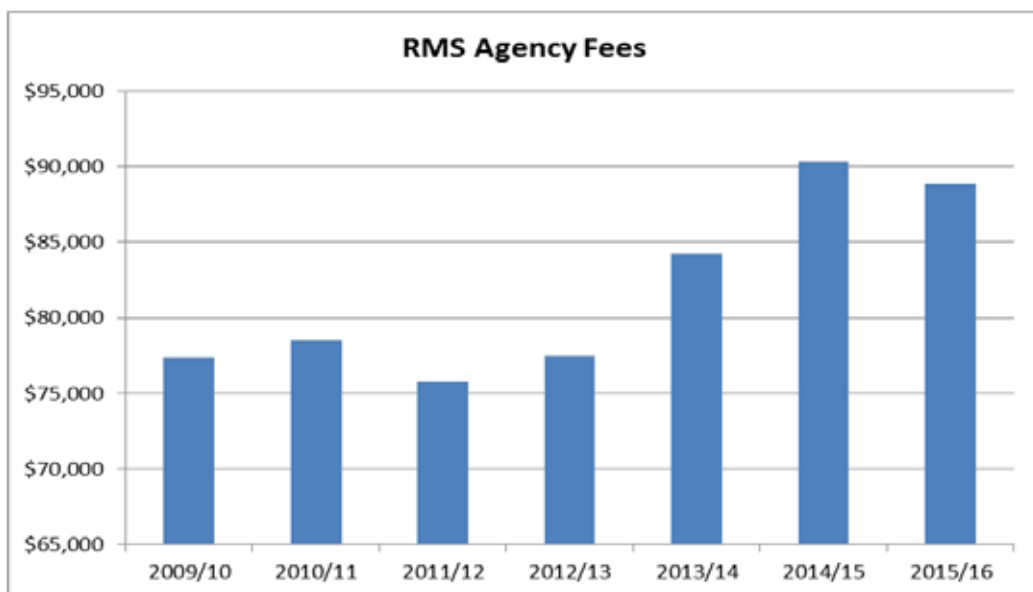
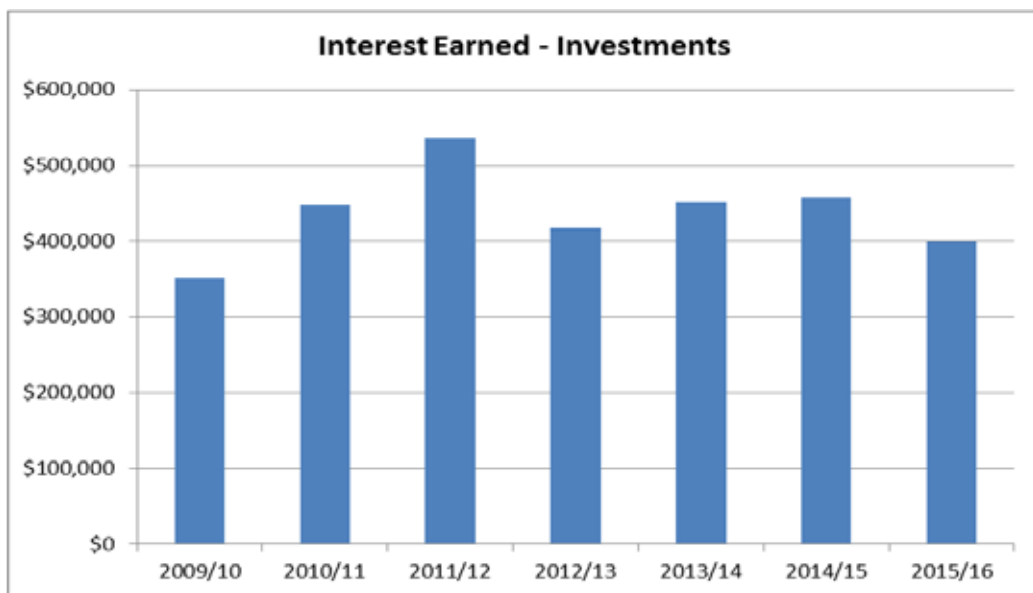
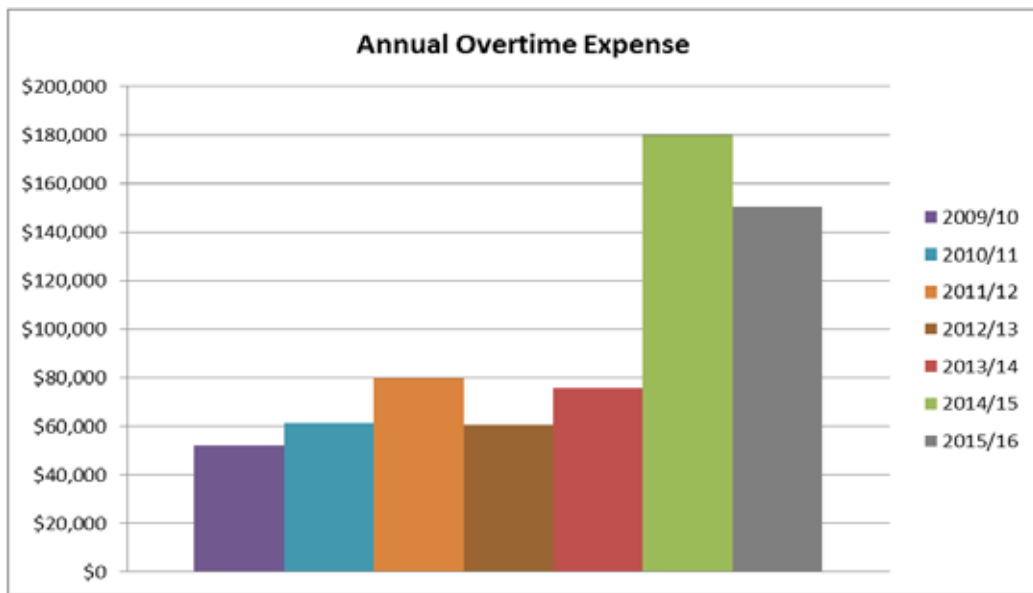
As has been reported on a number of occasions throughout the term of Council the organisation has been impeded by resourcing issues which resulted in lengthy delays in the development of asset management plans which also impacted upon the Councils ability to fully assess the financial consequences of the asset management plans in terms of additional funding requirements.

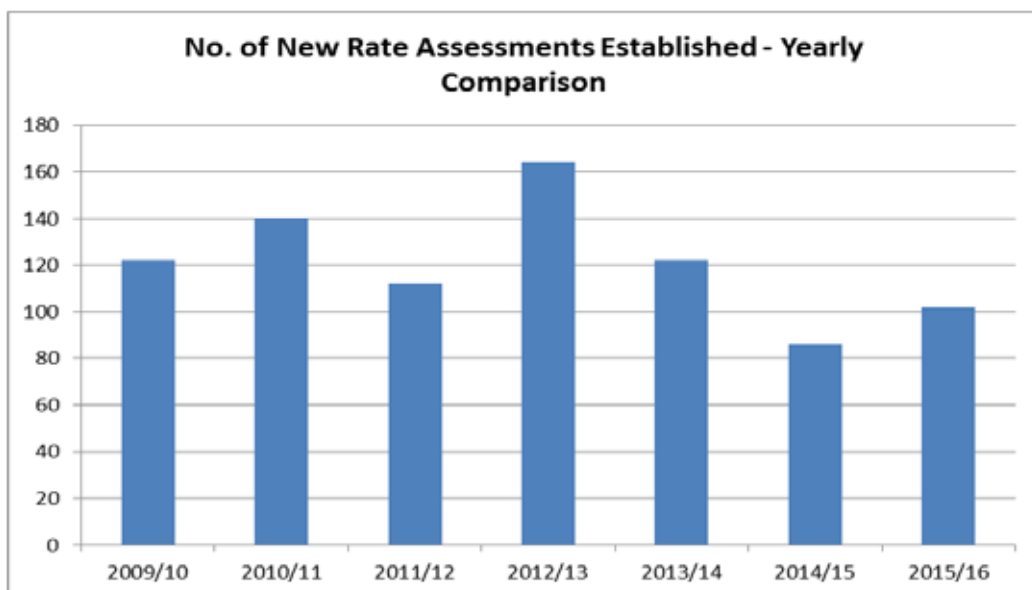
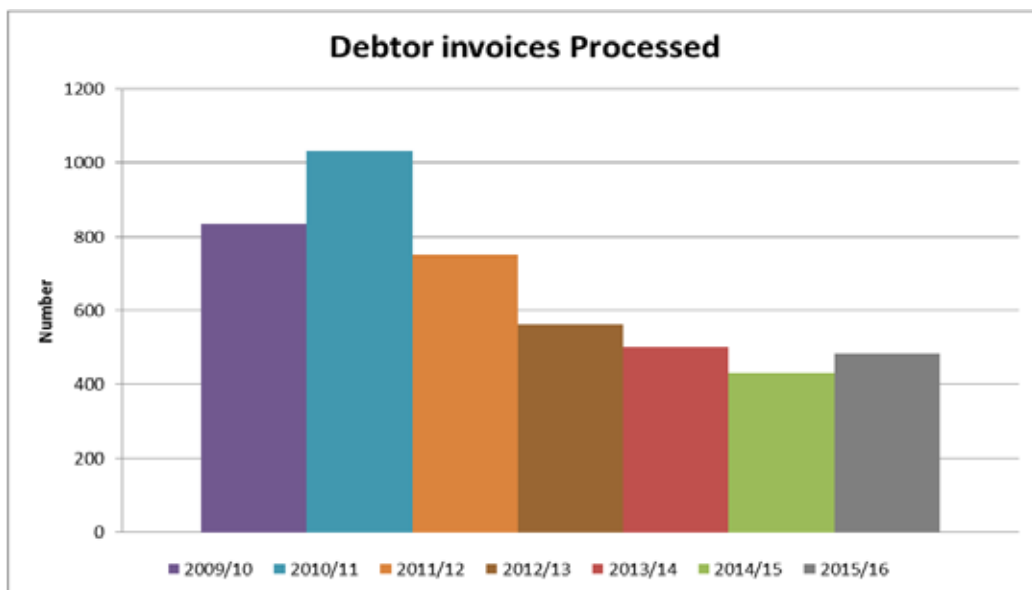
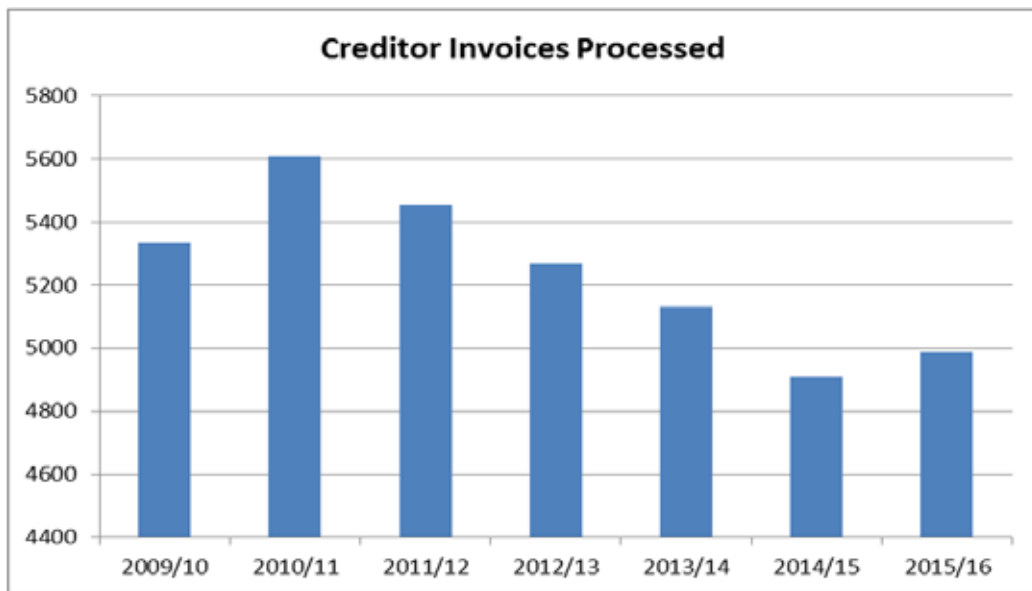
The full financial impact to this Council in relation to the April superstorm is still to be determined as the Council is still endeavouring to secure financial support for the renewal works at Alison Court, furthermore with flood damage repairs and bridge replacement works still being undertaken under NDRRA arrangements the final cost to Council is still to be determined.

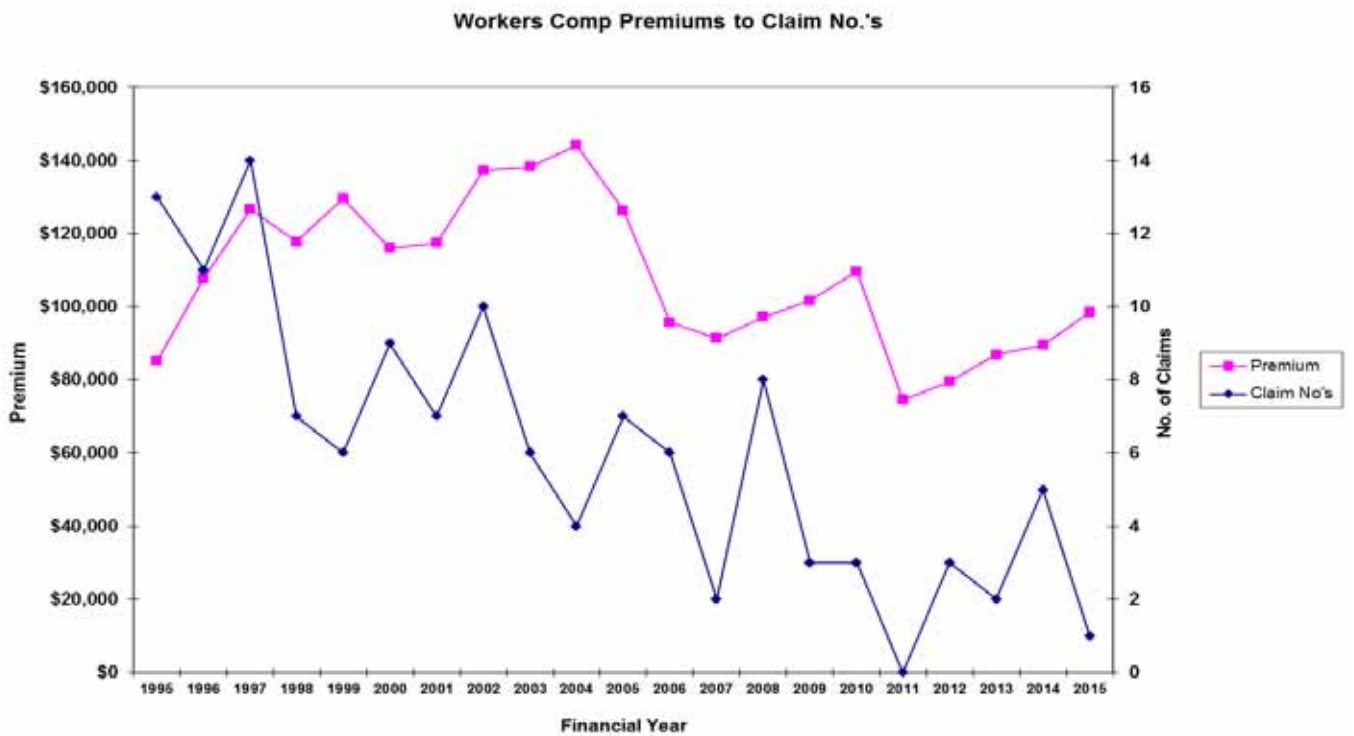
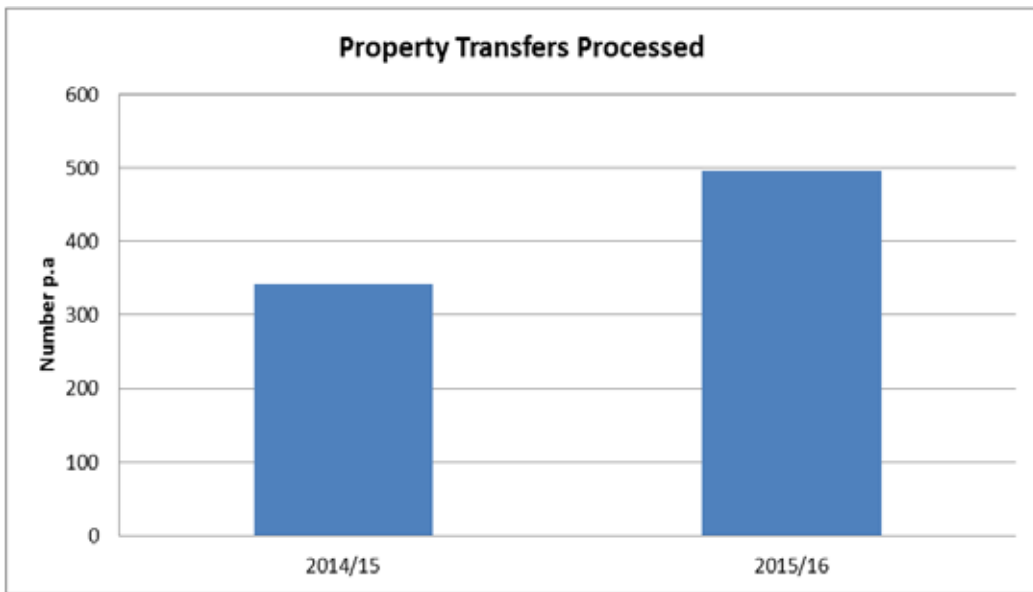
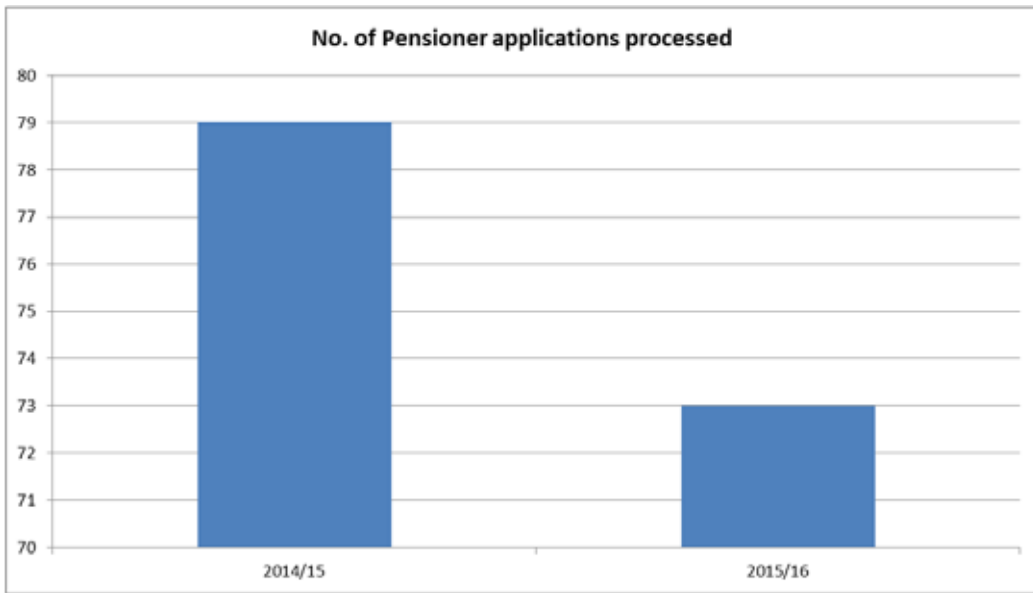












Conclusion

The report on the 2015/16 Operational Plan which follows highlights the Council's progress in more detail. There are a number of strategies assigned to each theme of the Community Strategic Plan which are also aligned to the Council's Delivery Program.

The Council's End of Term report 2012-2016 provides an overview of the activities of Council as regards meeting the objectives of the Community Strategic Plan during this term of Council.

STRATEGIC TARGETS

Natural Environment

Strategy 1: Ensure that appropriate agencies at all levels are involved in addressing issues surrounding climate change.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
1.1 Better Waste and Recycling Fund.	1.1.1 Improve recycling, community engagement and reduce waste generation.	Completion of projects contained in the action table approved by OEH.	Projects to value of \$64,400 completed for Year 3 funding. These include processing of green waste, subsidised mattress and e-waste disposal and RID Squad membership. Project table Submitted for Year 4 containing continuation o these programs. Funding of \$64,000 for 2016/17 will be received in August
1.2 Involvement and support for regionally based Climate Change Programs	1.2.1 Active member of HCCREMS	Number of Regional Programs actively supported by Council	Participation in Heatwave resilience project organised by HCCREMS
1.3 Climate Change	1.3.1 Work with Hunter Councils to develop and implement regional strategy to address the impacts of climate change	Number of regional strategy recommendations implemented	Nil
	1.3.2 Establish a working group to review and implement the recommendations from the Climate change Adaption Plan.	- Working group established. - Number of local recommendations implemented.	Group not formed
	1.3.3 Promote Climate Change Adaptation programmes to the community	- No of Programmes promoted in the community	Nil
2.1 Land and Natural Resource Management	2.1.1 Provide Rural Land Management resource information kits to property owners on land & natural resource management.	Number of Kits provided	Nil Kits provided. Note that these kits were previously prepared by the catchment management authority (Now LLS) and have not been updated for many years. No kits are currently held by council however content requires updating
	2.1.2 Provide links to other authorities land management information through web links, brochures and CDs	Relevance and amount of information and number of links provided on Councils web	No links provided

Strategy 2: Raise public awareness of the responsibilities of landholders regarding management of land

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
2.2 Support Local Land Services (LLS)	2.2.1 Participate and partner with LLS in local projects.	<ul style="list-style-type: none"> - Number of Projects facilitated in LGA. - Grant funding for LLS programs received within LGA 	<ul style="list-style-type: none"> - African Olive project completed in partnership- including membership on Steering group attendance at Regional workshop in November by MES and Weeds Officer. - Attendance by Weeds Officer at LLS Field Day at Dungog Common in October. - Training of Indigenous Development and Employment Group by Weeds Officer at Martins creek in June. - Membership of LLS Regional Weeds Committee- attended meetings in December, March, June
2.3 Regional Weed Action Plan	2.3.1 Property Inspections for new weed incursions	Property Inspections / annum	253 property inspections carried out for year.
2.4 Improve information and links on Council web page	2.4.1 Continually review use of Councils website in relation to provision of land management and natural resource information	No. of information links and publications on Council's website that are up to date and relevant.	Web site contains Noxious weeds information that is easily accessible. Hunter Weeds Group website established and referenced on Council website. No method of measuring usage.
2.5 Public field days and information sessions	2.5.1 Facilitate and partner field days with the LLS and other relevant authorities	<ul style="list-style-type: none"> - No. of public information sessions provided with Council involvement - No. of attendees 	<ul style="list-style-type: none"> - Weed blitz day in Martins Creek- October. - Dungog Common bird and weeds field day- November. - Community Weeds Event- Elderslie- March - Training of indigenous group in African olive control in June. - Giant Parramatta grass Information day- LLS with assistance by weeds officer <p>266 estimated across 5 events</p>
2.6 Coal Seam Gas Alert Watch and education	2.6.1 Participate in community consultation groups for CSG projects and provide information to the community as appropriate.	<ul style="list-style-type: none"> - No. of meetings attended. - No. of times information is disseminated to the public in relation to CSG impacts on Dungog Shire. 	Representation by Councillor on Gloucester CSG community Reference Group- information disseminated to community as required. In March AGL notified of withdrawal from the Gloucester CSG project. Consultation Group to continue until further notice. 4 meetings attended by Cr McKenzie during the year.

Strategy 3: Involve the community in maintaining and enhancing environmental health

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
3.1 On Site Sewage Management	3.1.1 Provision of information in relation to OSMS through inspection program, phone enquires and on Councils website.	<ul style="list-style-type: none"> - No. of systems failing as a percentage. - No. of septic system inspections. 	<p>This figure has varied between 10-20%. It should be noted that the variation can be attributed to a larger number of inspections being carried out due to the SIRP project.</p> <p>168- Council 611- SIRP Officer</p>
3.2 Noxious Weeds	3.2.1 Provision of information in relation to weeds through inspection program, phone enquires and on Councils website.	Number of inspections	253
	3.2.2 Local Weeds Committee	Committee activity/ programs per annum	3 committee meetings held to date in 2015/16
	3.2.3 Field days on weed management	<ul style="list-style-type: none"> - No. of Field Days - No. of times group email system used. 	<ul style="list-style-type: none"> - Weed Blitz weekend at Martins creek in October. 20 participants, 1.5 tonnes weeds collected. - Dungog Common attended LLS and Common Trust field day- 20 participants - Community Weeds Event- Elderslie- March - Training of indigenous group in African olive control in June. - Giant Parramatta grass Information day- LLS with assistance by weeds officer - Group email system used 4 times to date in 2015/16 to promote events held by LLS and Hunter Councils
3.3 Waste diversion and resource recovery	3.3.1 Waste diversion at the landfill and through Council waste diversion programs and recycling service	Meeting OEH waste reduction targets	<ul style="list-style-type: none"> - Grant funding received for installation of weighbridge. - Weighbridge installation close to completion. - OEH reduction targets not required to be met until 2021-22 with diversion target of 70%. Current diversion is approximately 45.3%. At this time it is not envisaged that the target can be met with current practices..

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
3.4 Illegal Dumping	3.4.1 Promote reporting of illegal dumping to Council	Number of incidents recorded	11 incidents recorded to date in 2015/16
	3.4.2 Support regional HCCREMS data base of illegal dumping sites	Number of fines issued	The HCCREMS database is currently not functional. It has been superseded by the RID Online state-wide database. 11 incidents were recorded on RID Online in Dungog Shire in 2015-16. No infringements issued.
3.5 Waste Minimisation	3.5.1 Provide information to the community in relation to future waste service provision and waste diversion programs.	<ul style="list-style-type: none"> - Number of information sessions - Brochures/articles produced 	<p>Nil</p> <p>New waste service commenced on 5th October. Bulky Green waste collection campaign in November. Bulky waste General occurred in February- brochures to all householders</p>
3.6 Pilchers Reserve	3.6.1 Re-form Pilchers Reserve Committee to implement Actions in POM.	<ul style="list-style-type: none"> - Committee reformed - Actions Implemented 	The committee has not been reformed due to uncertainty over future land management structure. No actions implemented.
3.7 On-site Sewage Management	3.7.1 Reform OSMS committee to assist in development of OSMS strategy	- Committee reformed	Formation of a local committee was not considered necessary as the review of the strategy related predominantly to provision of technical tools rather than a change in policy direction.
	3.7.2 Provide information to the community in relation to new OSMS Strategy	<ul style="list-style-type: none"> - Number of information sessions - Brochures/articles produced 	OSSM Policy Review was completed in March 2015. The Policy was placed on Public Exhibition but no public information sessions were held as policy was substantially the same as the previous policy. Only technical tools were improved. No brochures or articles produced during period- However the Policy, DAF and Technical manual are available for download on Councils Website.
	3.7.3 Provide draft OSMS strategy for public submissions	- Number of submissions	OSSM policy finalised in March 2015
3.8 Noxious weeds	3.8.1 Develop email database of property owners, stock agents, Carriers and agencies to communicate Council Activities and weed management advice.	<ul style="list-style-type: none"> - No. of participants - No. of times group email system used 	121 4 usages- Riverbank restoration and Bird and weeds field days, (LLS) Elderslie community weeds Event (LLS) and Roadside biodiversity field day at Glen Oak (Hunter Councils)

Strategy 4: Ensure that council's policies and processes adequately protect and enhance our natural environment and biodiversity

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
4.1 On Site Sewage Management	4.1.1 Ongoing inspection of onsite sewage management systems across the Shire.	<ul style="list-style-type: none"> - No. of systems failing as a %. - No. of septic system inspections - New septic systems approved 	10-20% 168 -Council 611 - SIRP 59
4.2 Waste diversion	4.2.1 Provide kerbside collection of recyclables	Tonnes of recyclables collected	-831.84 tonnes -Became part of Hunter Regional Scrap metal tender process
	4.2.2 Implement waste Diversion Programs at the landfill	Tonnes of waste diverted	1876.88 tonnes (831.84 comingled kerbside, 783.69 tonnes scrap metal, 80.8 tonnes paper, 5 tonnes oil, 168.43 tonnes Green waste, 7.12 tonnes mattresses).
4.3 Roadside Environmental Management Strategy	4.3.1 Ensure impacts on natural biodiversity and ecology are considered in construction and maintenance within the road corridor.	Biodiversity retained within the roadside corridor	Roadside markers installed at 133 significant roadside sites during July. The Installation of roadside markers will assist in retaining roadside biodiversity
4.4 Waste Collection Service	4.4.1 Provide waste collection service	<ul style="list-style-type: none"> - Domestic waste Charge as compared to neighbouring Councils 	The Domestic waste/Recycling service charge was increased from \$315.40 (last year) to \$345.95 to accommodate the increases in the new 10 year waste collection contract. The rate is still the 2 nd lowest in the Hunter behind Muswellbrook (\$315). The average rate in the Hunter is \$392.
4.5 Landfill Operation	4.5.1 Provide economic and environmentally sustainable Landfill facility.	<ul style="list-style-type: none"> - Landfill operating cost - % of waste to landfill 	<ul style="list-style-type: none"> - Landfill operation costs for 2015-16 ended up over projected budget by 13% at \$296,600. - Income from tipping fees (after the deduction of the waste levy)has exceeded the budget estimate by 48% at \$157,500. - Income from scrap metal sales was down by 56% from the years estimate due to a substantial reduction in commodities prices. - Data collected for Councils Waste Recovery and Recycling data for 2014-15 showed that a diversion rate of 45.3% is being achieved. The NSW Government has set a target of 70% diversion from landfill by 2021-22. Whilst the Councils Waste Strategy provides options to achieve this, it appears unlikely that current practices will achieve the target.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
4.6 Noxious Weed Program	4.6.1 Carry out inspections on private land and provide advice in relation to Noxious and Environmental Weeds.	No. of properties inspected	253 to date
	4.6.2 Control weeds on public land and within Councils road corridor	Kilometres of roadside treated	370km
4.7 Development Control	4.7.1 Rural Amenity, Biodiversity and Natural Resource Management considered in all development.	- Biodiversity and amenity maintained - No. of complaints	Nil Complaints
4.8 On Site Sewage Management	4.8.3 Work with Hunter Water and other State agencies to develop sustainable management of effluent disposal in village areas.	No. of meetings held with HWC and other agencies to progress sewer service provision in village areas.	No meetings held in relation to this matter
	4.8.4 Phase out the use of portable chemical toilets for residential premises	No. of outstanding residential properties	6 properties still utilise Chemical toilets. These are in Clarence Town (1), Paterson (2) and East Gresford (3).
4.9 Clarence Town Sewer	4.9.1 Enforce sewer connection in Clarence Town	No. of outstanding residential properties.	At the end of period, 19 premises (less than 5%) had not connected to sewer.
4.10 Waste Minimisation	4.10.3 Promote new initiatives to increase local waste minimisation and recycling.	- Meet OEH recycling and resource recovery targets - Waste per capita to landfill - Waste diversion per capita - % of waste to landfill	See 3.7 An average of 12.5kg of waste per household/week is deposited to landfill. An average of 4.8 kg/household /week of Recyclables are collected and diverted from landfill. 74% of kerbside waste stream is sent to landfill, 26% recovered. *statistics from kerbside collection only.
	4.10.4 Actively participate in Producer Responsibility Programs as they are introduced.	- Tonnes of waste diverted. - No. of different recycling services available within LGA.	- The product stewardship arrangements for E-waste still exist however the cost of collection by recyclers has been prohibitive. Consequently no e-waste has been diverted during 2015-16. - A Battery recycling drop off bin has been provided at the Dungog Library. - Council partnership in local community initiative "boomerang bags" and "Plastics police" aimed at reducing use of plastic bags and to provide soft plastics recycling program. To be expanded in 2016-17.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
4.11 HCCREMS Roadside Marker Program	4.11.1 Include the Regional Roadside Marker Program into Councils Roadside Environmental Management Strategy.	Roadside markers in place	Roadside markers installed at all significant road side environment locations (133 sites incorporated approx. 500 posts) as defined in the database contained in the Roadside Environmental Management Strategy. Installation completed by contractor utilising grant funding from LLS.
	4.11.2 Train outdoor staff in policy implementation	Staff trained	Training has not taken place
4.12 Erosion and Sediment Control Policy	4.12.1 Review Erosion and Sediment Control Policy	New Policy in place	Not reviewed at this time
	4.12.2 Train Staff in policy implementation	Staff trained	No training to date
4.13 Development Control	4.13.1 Review environmental conditions	Conditions reviewed	Contaminated land model DCP and consent conditions obtained as part of Hunter Council's regional program. Not adopted by Council as yet but being utilised in assessments.
	4.13.2 Create a new suite of development conditions targeted to increase long term environmental health and sustainability	Conditions updated	Contaminated Land conditions reviewed as above.

Strategy 5: Ensure that local waterways and riparian areas are clean and healthy

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
5.1 Erosion and Sediment Control Policy	5.1.1 Take effective measures to limit erosion associated with Council works within the road corridor and public spaces	Extent of erosion within Council road corridors	All civil works executed having regard to sediment and erosion control.
5.2 Grant Funding	5.2.1 Continue to source funding opportunities to improve Council causeways and crossings	\$ sourced.	Three (3) causeways repaired during 2013/2014. One new causeway (Sheltons Road) constructed in 2014/2015. Funding for one causeway provided through Natural Disaster Claim. Six (6) bridges tendered for replacement during 2015/2016 funded through NDRRA Claims
	5.2.2 Partner LLS in local riparian projects	No. of projects completed	African Olive project. Removal of African Olive on roadsides (40 hours work contribution) 2 steering committee meetings attended. Grant funding received from LLS (\$10K) for the removal of African olive on council land at Martins Creek

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
5.3 On-site Sewage Management System inspection and approval program	5.3.1 Inspect existing OSMS to ensure that they are not polluting local waterways	Number of inspections carried out in the HWC catchment area.	611
	5.3.2 Ensure new OSMS comply with recommended set backs from local waterways and rivers.	Number of new OSMS approved which do not comply with setback requirements from waterways.	Nil. Set backs enforced for new systems. Hazzard mapping prepared in conjunction with the preparation of the DAF which take into account setbacks of new OSSM systems to waterways.
5.4 Reduce Point Source pollution within the LGA Catchments	5.4.1 Facilitate and partner with Hunter Water Corporation in reducing pollution sources within the LGA catchments through the implementation of the Septic Tank Improvement and Rectification Project.	The Septic Tank Improvement and Rectification Project is on track.	<ul style="list-style-type: none"> - Septic tank Inspection and Rectification program – 611 inspections in 2015-16. - 3 steering committee meetings attended. - SIRP Officer spent average 1 day per week in Councils office during period. - Additional inspectorial resource added in last 5 weeks of year to increase inspection numbers

Strategy 6: Manage and reduce the impact of weeds and pest animals on the natural environment.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
6.1 Public Education	6.1.1 Field Days held to provide public education on local weed management.	No. of field days attended	<ul style="list-style-type: none"> - 1 field day in October in partnership with LLS at Dungog Common. - Display set up at Weed Blitz weekend in October- a joint initiative with Hunter Councils. - Community Weeds Event- Elderslie- March - Training of indigenous group in African olive control in June. - Giant Parramatta grass Information day- LLS with assistance by weeds officer - Tocal attended by Weeds officer as exhibitor.
	6.1.2 Support information stand at Tocal Field Days.		
6.2 Noxious Weeds Property Inspection	6.2.1 Maintain an annual program of property inspections.	No. of properties inspected.	253
6.3 Noxious Weeds Management	6.3.1 Maintain an annual noxious weeds treatment program.	Kilometres of roadway treated	370km
6.4 Roadside Marker Program	6.4.1 Extend the roadside Marker Program to use in the management of weeds	Program implemented	All posts installed

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
6.5 Regional Weed Action Plan	6.5.1 Implement strategies in the Regional Weed Action Plan.	Compliance with target actions in strategy	<ul style="list-style-type: none"> - Contribution to the preparation of the regional funding application for new draft WAP 2015-20. - Attendance at 4 Technical weed officer meetings and 2 professional Weed manager Meetings.. - Membership of the LLS Regional Weeds Committee with attendance at 3 meetings of committee (MES) and 4 meetings of technical officers subcommittee.(Weeds Officer) - All targets of WAP 2010-15 meet
6.6 Pest Animal Management	6.6.1 Provide links and information to the community on LLS programs	Effective links and information provided to LLS programs	No actions

Strategy 7: Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
7.1 Involvement in HCCREMS	7.1.1 Advocacy role at a regional level with State and Federal Agencies	No. of programs with other government agencies	<ul style="list-style-type: none"> - Partnership with HCCREMS roadside biodiversity project. Removal of weeds on roadsides containing significant ecological communities in Martins Creek, Vacy and Gresford. Including Weed Blitz day at Martins Creek. - Continual participation with Regional waste strategy group co-ordinated by Hunter Councils including waste education initiatives. - Participation in Regional Contaminated lands initiative co-ordinated by HCCREMS-attendance at 3 workshops. - Attendance at 3 HCCREMS directors forums
7.2 Referral	7.2.1 Referral of local issues and enquiries to appropriate regulatory authority	<ul style="list-style-type: none"> - No. of referrals - No. of Complaints 	<p>2 referrals to OEH for investigations into potential Native Vegetation Act breaches.</p> <p>2</p>

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
7.3 Underground Petroleum Storage Systems	7.3.1 Provide advice to local operators and ensure appropriate actions is taken by OEH	Level of understanding and local compliance	Attended steering group meeting of the Regional Contaminated lands project co-ordinated by Hunter Councils- preparation of future workshops for Council officers regarding regulation of UPSS and for capacity building for Council staff in anticipation of handover of regulatory responsibilities in 2017. During the period, one local operator sought advice from Council re Regulation and was able to re-establish fuel sales through compliance.
7.4 Reporting Mechanisms	7.4.1 Improve reporting mechanisms to advise regulatory and enforcement agencies of possible environmental breaches.	Mechanisms established	Reporting mechanisms and contacts established. 1 Council notification to authorities occurred relating to a fire at Dungog Waste Facility in December. 2 notifications to OEH re Native Vegetation Act.
7.5 Communication and Co-ordination	7.5.1 Work closely with State agencies to improve communication and co-ordination regarding land management issues.	Number of projects/programs implemented	<ul style="list-style-type: none"> - Myall Creek clean-up after April Storms – partnership with DPI and EPA on project worth \$500K.- completed in August - Worked closely with OEH to lodge Flood plain grants with notification of 2 successful grants during the period. - LLS Information session held with Council staff on implementation of Native Vegetation Act.

Strategy 8: Maintain a regional approach to the management of our natural environment

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
8.1 Local Land Services (LLS)	8.1.1 Work with Hunter Councils to ensure regional consistency in the application of the LLS Catchment Action Plan.	No. of regional programs in the LGA	African Olive eradication project completed 3 meetings of African Olive steering committee attended. Roadside Biodiversity project co-ordinated by Hunter Councils ongoing in Martins Creek, Vacy areas.
8.2 Upper Hunter Regional Land Use Strategy	8.2.1 Participate in forums and provide comment on regional strategies	No. of forums participated in	Nil
	8.2.2 Consider land use Strategy in Development and biodiversity	Inclusion of regional Strategy outcomes in local planning	Pending

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
8.3 Regional Land Mapping	8.3.1 Lobby State Government for the establishment of a centralised repository for regional land mapping.	Centralised GIS data repository established	Not established
8.4 Coal wagon coverage	8.4.1 Seek support from HC for a regional approach to the coverage of coal wagons in transit.	Approach made to Hunter Councils	Approach made

9. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING OUR NATURAL ENVIRONMENT

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2016
9.2 National tree Day	9.2.1 Provide trees to local community Groups and Schools.	No. of trees planted /annum	250 trees provided by Council in July
9.3 Clean Up Australia Day	9.3.1 Facilitate community group involvement.	- No. of Groups - Waste collected	7 groups 2-3 tonnes
9.4 Environmental Grants	9.5.1 Apply for grants and carry out work on local projects.	- No. of grants - Amount of Grant money received	- LLS – treatment of African olive on council land at Martins creek= \$10K - LLS- Installation of roadside environmental markers=\$14K - Dungog Flood Study- \$140K - Voluntary acquisition of Flood affected properties-access to pool funding potentially \$200K - Installation of weighbridge at Landfill - \$69K

Local Economy

Strategy 1: Ensure that economic growth and expansion across the shire is supported by improvement of local public and private infrastructure

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
1.1 Telecommunications	1.1.1 Work with Countrytel to establish high speed broadband in the area.	Satisfaction with internet speed and reliability from the community.	Countrytel project stalled. Communicating with NBN Co about their plans across Dungog Shire in 2016 and 2017
1.2 Ongoing upgrade of Raymond Terrace/ Dungog Road.	1.2.1 Works Programme developed.	Delivery of the Clarence Town Upgrade Works Programme by June 2015	Not achieved due to storm damage, completed by Dec 2015
	1.2.2 Work with Road and Maritime Service and Port Stephens Council to provide consistent pavement design		
1.3 Rail services to Dungog	1.3.1 Work with appropriate community groups for the retention of direct rail services from Newcastle, as well as improving services	Effective representation is made for the retention of direct rail services	Underway. Regular liaison with Save our Rail via email updates and personal communication.

Strategy 2: Ensure that appropriate public and private sector agencies and business work co-operatively to strengthen and expand the shire's economic base

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
2.1 Work with Dungog District Chamber of Commerce to apply for grant funding from Government departments and other agencies.	2.1.1 Encourage the development of a weddings and special events industry in the Shire.	\$ value of grant monies received.	\$10,000 from NSW Department of Industry (Regional Development) for the update of the Chamber's website including promotion of weddings and events \$5,000 from NSW Department of Industry (Regional Development) to facilitate participation by Council and the Chamber in the 2016 Regional Living Expo.
2.2 Economic Diversification	2.2.1 Participation in the Upper Hunter Economic Diversification Taskforce.	- Attendance at meetings - No. of projects involved.	6 meetings 1 Project
2.3 Business Referral Advisory	2.3.1 Work with Hunter BEC and provide referrals to support business development.	No. of referrals per annum.	5 referrals
2.4 New Business Startup	2.4.1 Maintain relationship with Hunter office of NSW Trade & Investment, RDA Hunter and other public organisations for project referral and funding initiatives.	- No. of referrals - No. of meetings.	5 referrals 4 meetings (2 meetings with NSW Department of Industry – Regional Development as part of the Economic Development Managers series of regular meetings and two meetings in Dungog with Suzette Gaff from that Department)

Strategy 3: Promote the shire as a good location for the establishment of innovative, small scale, sustainable businesses

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
3.1 Industry Attraction.	3.1.1 Work with the Hunter Business and Enterprise Centre to facilitate support, training and mentoring for new small business start ups.	No. of small industry start ups in the Shire.	2
3.2 Dungog Adult Education initiative.	3.2.1 Provide in-kind support for the Dungog Community College.	Attendance at meeting of Advisory Council.	No meetings held.
3.3 Alternative Energy	3.3.1 Maintain relationship with renewable energy coordinators office	Briefings attended.	No briefings held.
3.4 Country Week	3.4.1 Investigate the potential to establish a stall in partnership with neighbouring Councils at Country Week.	Report to Council.	Booked and paid for a stand at the Regional Living Expo to be held in August 2016 at Sydney Showground. A partnership with Dungog District Chamber of Commerce

Strategy 4: Develop a unique brand and identity for the shire to promote local economic growth and development

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
4.1 Dungog Shire Promotion.	4.1.1 Promotion of Dungog Shire as a place to live, work and visit.	Availability of current materials.	Completed and ongoing update of materials and content
4.2 Destination Marketing	4.2.1 Update hardcopy and online collateral.	New brand and identity explored.	Ongoing. Re-development of the visitdungog website underway.
	4.2.2 Review tourism strategies and analysis	Any changes acknowledged.	Involved in the preparation of the Draft Visitor Strategy/ Destination Management Plan for Dungog Shire including the preparation of information on visitor trends etc and in the establishment of a Dungog Tourism Organisation
	4.2.3 Review existing strategies and town and village plans	Link to individual village areas, Visitor Economy Hunter and tourism plans.	Ongoing
	4.2.4 Review and improve Council's web based tourism information regarding Dungog Shire.	Access to accurate and comprehensive web based tourism information about Dungog Shire.	Development of a new visitdungog website and on-going working with Dungog District Chamber of Commerce to provide better web-based information about events across Dungog Shire

Strategy 5: Identify and develop local tourism opportunities

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
5.1 Work with existing, new and proposed businesses to develop new Tourism product.	5.1.1 Facilitate the development of new accommodation, visitor attractions and other support infrastructure.	No. of visitors to Dungog Shire.	Latest information from Destination NSW says that there were 204,000 total visitors (overnight and domestic daytrip) to Dungog Shire (four year annual average to the year ending September 2014). Visitor numbers have generally increased since March 2012. Counts undertaken by the organisers of Paterson New Years Eve Festival shows that there were approximately 4,000 people at the event.
	5.1.2 Work with event organisers to expand attendance at events.		
5.2 Events Register	5.2.1 Maintain an accurate and timely register of events occurring within the Shire.	Quarterly calendar produced.	Regular updates. Hardcopy produced and events also listed on the visitdungog website
5.3 Promote tourism businesses	5.3.1 Facilitate representation of tourism related businesses on the Chamber of Commerce Committee	No. of tourism businesses on Dungog District Chamber of Commerce.	2+ Dungog Country Antiques and Bower Retreat. Other businesses e.g. Country Elegance target both locals and visitors
5.4 Land Use Planning	5.4.1 Undertake a review of land use planning framework including strategies, LEP and DCP to identify opportunities for tourism in consultation with tourism operators	Development of DCP or Council Policy.	The Rural Lands Strategy will have a tourism component. These investigations will inform any future policy initiatives either through the LEP or a Chapter in Dungog DCP No.1. However Dungog LEP 2014 provisions have made it less restrictive for tourism developments to establish in rural zones
5.5 Events Policy	5.5.1 Develop an events policy for the Shire addressing protocols for major events.	Policy developed.	Underway.

Strategy 6: Encourage a 'buy local - sell local' approach to goods and services

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
6.1 Encourage a greater focus on local food production and sales.	6.1.1 Work with the organisers of the seasonal Dungog Farm Feast initiative.	No. of attendees at the Farm Feast events.	No event held in the current year. However, local food was the focus of the Dungog Festival in October 2015.
6.2 Local Business Development	6.2.1 Support the Dungog & District Chamber of Commerce to develop programmes which reward and encourage local purchasing.	No. of programmes and incentives.	1 – December 2015 Christmas Decoration campaign.
6.3 Fresh Food Trail	6.3.1 Reinvigorate fresh food trail utilising current technology (Apps, Social Media).	Trail developed.	Great Country Drives includes information about food producers in the area.

7. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING OUR LOCAL ECONOMY

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
7.1 Visitor Information Centre	7.1.1 Continue to provide financial support to enable VIC operations	Budget approved.	Ongoing.
7.2 Real Estate Development	7.2.1 Completion of next stage of the Melbee residential subdivision	Melbee Stage completed and blocks released to market.	Released to market final contract executed June 2016. Next stage pending.
7.3 Dungog & District Chamber of Commerce	7.3.1 Ongoing attendance at Chamber meetings.	No. of meetings attended.	6 Committee meetings plus other meetings to discuss Chamber projects etc
	7.3.2 Provision of support for projects and Annual Awards Dinner	No. of projects supported.	2 projects – Christmas Decoration project and Business Awards.
7.4 Local Area Promotion	7.4.1 Maintain media presence and attend trade shows, expo's and other events to promote local area.	<ul style="list-style-type: none"> - Presence on Dungog Radio, Dungog Chronicle and other regional media. - No. of events attended/involved in. 	<ul style="list-style-type: none"> - Ongoing media profile - 1 Country Living Expo attended Media profile in Dungog Chronicle, Maitland Mercury, ABC 1233, local community papers. Dungog Radio and other regional media.
7.5 Barrington Tops Promotion	7.5.1 Work with Gloucester Shire Council and local operators to promote Barrington Tops and identify opportunities for joint partnerships.	<ul style="list-style-type: none"> - No. of partnerships. 	2 (Mid North Coast Council and NSW National Parks and Wildlife Service)
7.6 Hunter Council's Central Coast Screen & Television Services	7.6.1 Continue to support organisation with location support.	<ul style="list-style-type: none"> - No. of enquiries. - No. of film activities undertaken. 	<ul style="list-style-type: none"> - 5 enquiries - 3 film activities
7.7 Visitor Economy Hunter	7.7.1 Continue to work with Visitor Economy Hunter on projects and promotion.	<ul style="list-style-type: none"> - Funding provided. - No. of meetings attended. 	No funding provided and no meetings attended
7.8 Regional Development Australia	7.8.1 Provide input into regional infrastructure priorities and support activities undertaken by RDA – Hunter.	<ul style="list-style-type: none"> - Information supplied for Regional Plan. - Attendance at briefing sessions. 	Input provided and feedback. RDA one briefing session.
7.9 Business Liaison	7.9.1 Develop business and tourism e-bulletins.	<ul style="list-style-type: none"> - No. of bulletins produced. - Business awareness of Council's economic development activities. 	Copy provided to Dungog and District Chamber of Commerce for inclusion in their bulletins etc 5 Chamber business dinners attended

Community and Culture

Strategy 1: Develop programs/initiatives to welcome and integrate new residents into the Shire.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
1.1 New residents pack	1.1.1 Update welcome pack for new residents	Regular renewal and website link.	Completed with ongoing updates
1.2 Meet the Mayor program	1.2.1 Establish a yearly program	- Program held. - No. of people attending.	Program not held in 2016/16

Strategy 2: Create options for community participation through volunteerism.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
2.1 Ongoing links and networks to existing community groups	2.1.1 Provide information, support and links to encourage and maintain participation.	Participation and feedback from community groups.	Some links have been maintained and updates provided by email. But we have not been able to assist them all.
2.2 Volunteer Resource Centre	2.2.1 Investigate the establishment of a Volunteer Resource Centre (web based register) with key volunteer groups.	Volunteer participation rates increased.	No investigations undertaken
2.3 Volunteer Training	2.3.1 Seek funding to develop a volunteer Workplace Health and Safety Induction package that can be utilised by various organisations.	Volunteer accident and incident rates reduced.	No funding applications submitted.
2.4 Sec 355 Committee Pack	2.4.1 Finalise Sec 355 Management Committee Information Package.	Information package disseminated to Committees and information sessions held.	Developed in draft form only not distributed to Committees.

Strategy 3: Raise public awareness of local activities and events that provide a foundation for community building

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
3.1 Establish email networks, papers distributions and electronic alerts	3.1.1 Established networks to inform, distribute and gather appropriate information.	- Responses - Attendances	Attendance positive. For example 4,000 people at the Paterson New Years Eve Festival. Ongoing promotion of local events via local media.
3.2 Establish network trees for information to be distributed.	3.2.1 Establish and maintain network trees through existing networks.	Network trees established.	Email groups established.

Strategy 4: Develop and initiate opportunities for greater participation of young people in local community activities.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
4.1 Partnering with existing organisations to run youth appropriate programs.	4.1.1 Currently running three (3) regular programs in partnership for youth participation.	- Program/initiative held and participation by local youth. - No. of young people involved.	Discussion held with Dungog Shire Community Centre who receive funding for youth programs concerning youth week nothing progressed since that conversation.
4.2 Create stronger links with existing organisations eg. Menshed, CWA, Progress Associations, Chamber of Commerce, Show and Rodeo Assoc., Art Societies.	4.2.1 Support/partner wider community based organisations to provide opportunities for local youth.	Links/initiatives developed and established.	Not aware of any partnerships developed during the period for local youth.

Strategy 5: Foster the cohesiveness of local community groups

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
5.1 Working with local community groups to promote partnerships.	5.1.1 Encouraging local groups to work in partnership with Council and each other to achieve community goals.	No. of partnership projects undertaken.	No accurate record maintained as Council involved in many projects either as co-sponsor or provision of support letters.
5.2 Sports Council	5.2.1 Develop and establish Shire wide Sports Council.	Sports Council is established and operational.	Initial meeting resulted in only two organisations in attendance.

Strategy 6: Foster and support the cultural life of the Shire.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
6.1 Dungog Shire Council Youth Art Exhibition showcasing Shire wide youth art.	6.1.1 Conduct annual youth art exhibition.	No. of entries received.	Exhibition not held and likelihood of such running before June 2016 unlikely.
6.2 Works in partnership with existing cultural groups and reactive industries to maintain, expand and establish cultural opportunities within Shire.	6.2.1 Provide information, funding, venues and links.	Ongoing partnerships with successful outcomes.	4+ Dungog Arts Society Dungog Festival Paterson Historical Society and Museum Dungog by Design
6.3 Development of Dungog Shire Cultural Plan	6.3.1 Working in partnership with existing organisations.	Completed cultural plan.	Not commenced not resourced
	6.3.2 Secure funding to develop plan.		

Strategy 7: Enable information relevant to our local communities to be easily exchanged.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
7.1 Grant handbook developed and information sessions held on a regular basis.	7.1.1 Two (2) regular evenings/days held per year.	Attendance and support of event.	Grant handbook developed, following initial workshops officer now works with separate organisations
7.2 Network alerts.	7.2.1 System information about Council program and activities distributed through email.	Information distributed.	Information disseminated includes visits by the Small Biz Bus and the development of a new Tourism Strategy for Dungog Shire
7.3 Establish linked noticeboard for information dissemination.	7.3.1 Coordinate the establishment of the noticeboard.	Noticeboard established.	Latest News section of Council's website used as a noticeboard for information dissemination

Strategy 8: Ensure that there are locally available services and facilities to cater for people of all ages.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
8.1 Regular meetings to ensure services.	8.1.1 Established forums to ensure ongoing services for all ages.	Services maintained and continued.	Ongoing dialogue with NGO's across the Shire.
8.2 Regular reviews/ inspections of Council facilities.	8.2.1 Regular inspections of facilities to maintain and improve standard of facilities provided.	General improvement in facilities.	A number of facilities including pools, parks, SOA buildings etc, have had improvements as per the Loan Borrowing schedule and Buildings AMP during 2015/2016

Strategy 9: Ensure that community health and safety issues are identified and addressed.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
9.1 Dungog Shire Health Forum held bi-monthly.	9.1.1 Council is the chair of Dungog Shire Health Forum to provide opportunities for health issues to be identified.	- Meeting attendances - Issues resolved.	Meetings held in accordance with the Calendar.
9.2 Dungog Shire Access Committee	9.2.1 Coordination of the Access Committee and identification of hazards.	- Meeting attendances - Issues resolved.	Insufficient attendees to conduct a meeting on 3 separate occasions - no meetings conducted to 30 June
9.3 Provision of Cemetery Services	9.3.1 Administer Cemetery Services in Councils seven cemeteries	- No. of burials - No. of complaints	25 4 complaints
9.4 Food Safety	9.4.1 Carry out inspection of all food outlets	- No. of inspections - % of premises inspected - No. of complaints - No. of penalties and improvement notices issued	62 1 0
9.5 Communication education	9.5.1 Educate staff in food outlets on food Hygiene	No. of retailer information sessions and programs	0

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
9.6 Regional Programs for Food Safety	9.6.1 Participation in Hunter Central Coast Regional Food Group and regional programs	- No. of regional programs implemented - No. of regional meetings attended	0 1
9.8 Health and beauty premises	9.8.1 Carry out inspections of all hairdressing, beauty, skin penetration and mortuary premises.	- All premises inspected in relation to risk - No. of complaints - No. of penalties and improvement notices issued - No. of premises inspected	No premises inspected during 2015-16 0 0 1
9.9 Communication education	9.9.1 Educate staff in health premises outlets on appropriate hygiene practices	Number of information sessions and programs	0
9.10 Regional Programs	9.10.1 Participation in Hunter Region Health Education Committee	No. of regional programs implemented and regional meetings attended	- 1 HRHEC meeting attended - 3 Septic Tank Advisory Group meetings attended - 3 meetings of Regional Waste taskforce - 1 meeting of Regional Waste Educators Group
9.11 Companion Animals	9.11.1 Administer Companion Animals Program	- No. of registrations annually - No. of complaints - No. of Penalties issued - No. of Notices served under the Act	194 companion animals registered (166 dogs, 28 cats) 89 complaints 19 infringement issued 19
	9.11.2 Provide Companion Animal pound services	- No. of dogs impounded - No. of dogs euthanased	26 dogs, 1 cat 1
9.12 Provision Ranger Services	9.12.1 Compliance with Companion Animals, Australian Road Rules, Protection of the Environmental Operations Act	- No. of offences - No. of Notices / Penalties Issued - No. of Complaints	10 (Note: relates to Non-Companion Animals or stock issues refer to 9.11.1 and 9.14.1) 2 45
9.13 Stock Impounding	9.13.1 Compliance with Impounding Act.	No. of Complaints	17
	9.13.2 Remove stock from the road reserve	No. of stock impounded	0
9.14 Vehicle impounding	9.14.1 Compliance with Impounding Act	No. of vehicles impounded	5
	9.14.2 Impound abandoned vehicles on Council/public land	No. of Complaints	12
9.15 Approval of activities under Sec 68 of the Local Govt Act	9.15.1 Inspection of Health premises	- No. of applications - No. of approvals	0 0
	9.15.2 Approval of Waste Water management Systems	- No. of applications - No. of approvals	59 59

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
9.16 Swimming Pools and Spas Safety Barrier Inspection Program	9.16.1 Implement Councils Program	No. of inspections carried out.	93 (56 Certificates of Compliance issued)
9.17 Public Swimming Pools and Spas	9.17.1 Compliance with Public Health Act.	No. of premises registered.	59 59
9.18 Community commitment to representation on established committees.	9.16.1 Promote, support and encourage increase in community representation on Council Committees.	Increased community representation.	93 (56 Certificates of compliance issued)
9.19 Upgrade cemetery record keeping process	9.17.1 Transfer data from hard copy records to digital database	Records kept on electronic data base	Completed
	9.17.2 Develop GIS layers for all cemeteries	GIS Layer operational	Unlikely to be done in 2015-16
9.20 Develop new Food Inspection policy and Resources Information Kits	9.18.1 Renew regionally consistent food inspection policies and resource information kits	New policy and resources completed	Policy reviewed - no change. Resource kits updated and distributed during inspections
9.21 Develop new Health Inspection policy and Resources Information Kits	9.19.1 Renew regionally consistent Health inspection policies and resource information kits	New policy and resources completed	Policy review- No changes. Resource kits updated and distributed during inspections.
9.22 Companion Animals Plan	9.20.1 Review Companion Animals Plan	Plan completed	Incomplete
	9.20.2 Review provision of lead free areas	Number of lead free areas in LGA	1 - Approach made from community based management group to establish additional area. Matter is under review.
9.23 Provision of Ranger Services	9.21.1 Commence in house Ranger services.	In house Ranger services commenced.	Commenced June 2013
	9.21.2 Review & develop Ranger activities	Ranger activities developed.	ECO role incorporates ranger functions and other Compliance tasks such as Pool Barrier inspections. Increased assistance provided in Development Compliance issues during period.
9.24 Stock Impounding	9.22.1 Provide Standard Operating Procedures for Council Staff in relation to impounding	SOPs developed number of staff trained	SOPs not developed
9.25 Clarence Town septic Systems	9.23.1 Conversion of septic in Clarence Town to stormwater use	Number of septic converted for stormwater use	Nil

Strategy 10: Foster the development of programs that assist community organisations to secure funding and other resources.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
10.1 Grant evening and handbook	10.1.1 Maintain grant handbook for distribution.	Number of attendees.	Refer comments at 7.1
10.2 Work with existing organisations in securing funding for development of their organisations.	10.2.1 Hold regular workshops for grant information etc.	Successful grant applications.	- 1 successful application for the Dungog Festival. - Working with 2 local organisations. - Email distribution system utilised
10.3 Maintain links on Council website for funding opportunities.	10.3.1 Research and provide information for website links.	Maintain website grant information.	Information listed on Latest news website as it becomes available.

11. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING OUR COMMUNITY AND CULTURE

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
11.1 Dungog Events Inc	11.1.1 Continue to provide support to Dungog Events.	No. of meetings attended.	10 monthly meetings. Ongoing.
	11.1.2 Continue to financially support the organisation.	No. of events supported.	11 Events (Hunter Polo Challenge, Paterson Car Boot Sale, Vacy Village Country Carnival, Paterson Classic Car Show, Vacy Blues and Roots Festival, Dungog Festival, Dungog Show, Paterson Christmas Carols, Paterson New Years Eve, Gresford Show and Gresford Billy Cart Derby)
11.2 Arts Upper Hunter	11.2.1 Continue to financially support the organisation.	- No. of meetings attended by Councillor delegate. - No. of events developed for the Dungog LGA.	2 meetings attended. Nil
11.3 Australia Day	11.3.1 Continue to promote and coordinate Australia Day activity	- Event conducted - No. of nominees received.	Preparation for 2016 underway. 19 nominations received.
11.4 Community Events	11.4.1 Continue to provide support to specific national days/weeks. - Seniors Week - International Disability Day - NAIDOC Week - International Women's Day - Local Government Week	- Events conducted - Participation numbers - External funding source \$	Community events held in partnership with community organisations. - International Women's Day - Seniors Week - International Disability Day - Local Government Week in conjunction with Schools.

Rural and Urban Development

Strategy 1: Ensure that there is adequate land supply to accommodate future expected population growth.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
1.1 Land Use Planning	1.1.1 Continue to progress the Standard Instrument Local Environmental Plan	Adoption of Council's Standard Instrument Local Environmental Plan.	Dungog LEP 2014 was gazetted with one amendment already gazetted in 2015 with a general housekeeping LEP under construction.
	1.1.2 Process site specific LEP's consistent with the adopted Shire Wide Land Use Strategy.	Gazettal of individual LEP's to accommodate specific growth pressures within the LGA.	
1.2 Land Use Strategy	1.2.1 Investigate the potential benefits of preparing a land release strategy for Rural Residential Lands.	Options paper developed and reported to Council.	Options paper provided in October 2014 to stakeholders. Brief with NSW Planning has been delayed pending merger outcomes.
1.3 Urban consolidation and expansion.	1.3.1 Work with appropriate agencies to identify potential lands for future expansion of urban areas within the Shire.	5 year review of Dungog Standard Instrument LEP. Due 2018-2019.	Work not commenced in view of merger

Strategy 2: Maintain a long term planning approach that caters for diversity and choice in rural and village living.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
2.2 Consolidate and grow existing urban centres within the Shire.	2.2.1 Continue to review and prepare Local Approval Plans for Dungog, Clarence Town, Paterson, Vacy and Gresford.	Stability and/or increase in the population numbers and having stock within the towns and villages.	Growth in villages through "in-fill" development and new large lot residential development on the periphery.
2.3 Strategic Planning	2.3.1 Undertake a Shire Wide Rural Land Use Plan to determine the appropriateness of existing rural planning provisions in a regional context.	Preparation of a Draft Rural Land Use Plan.	Work not commenced in view of merger
2.4 To facilitate aesthetically pleasing and environmentally sustainable development.	2.4.1 Prepare an urban design chapter of Dungog DCP No. 1.	<ul style="list-style-type: none"> - Adoption of urban design chapter which is consistent with Standard Instrument LEP. - Innovative design and building practice information is available on Council's website. 	Draft DCP chapter prepared and waiting for exhibition of draft Dungog DCP No.1

Strategy 3: Ensure the availability of land to facilitate commercial and industrial growth.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
3.1 Land Development	3.1.1 Continue to promote availability of Council owned industrial land.	No. of lots sold.	Not actively promoted enquiries limited over the period.
3.2 Land Use Planning	3.2.1 Develop a system to monitor uptake and development of existing commercial and industrial land.	Monitoring system introduced.	Manual system continues to be utilised
3.3 Develop an understanding of the availability and suitability of commercial and industrial sites within the Shire and the preferred types of development.	3.3.1 Conduct a study to identify potential lands for future commercial and industrial growth within the Shire.	Additional areas identified and earmarked for future industrial and commercial activity/zoning.	No work has been completed on this project due to current resourcing levels. No immediate market pressure to do so.
	3.3.2 Conduct a review of all Council operational land holdings with a view to it informing a development prospectus.	Draft prospectus prepared and available to development community.	Ongoing

Strategy 4: Ensure that our land use planning for the Shire acknowledges the importance of our rural character and agricultural activities.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
4.1 Improvement in Council's policy framework to enable delivery of high quality development outcomes.	4.1.1 Reviewing Dungog DCP No. 1.	Adoption of a revised DCP which is consistent with the Standard Instrument LEP and industry best practice.	Draft DCP prepared by consultant, currently under review by staff. Exhibition pending. Some new standard conditions adopted.
4.2 Processing of Development Applications to ensure the ongoing environmental sustainability of the LGA.	4.2.1 Assess Development Applications in accordance with Council's Planning Framework and Environmental Planning and Assessment legislative requirements.	<ul style="list-style-type: none"> - New approved development does not compromise the viability of existing rural and agricultural activities. - Increase in the no. of DA's processed within 40 days. 	No evidence that new development is adversely affecting existing rural/agricultural activity.
4.3 Facilitation of environmentally sensitive tourism development.	4.3.1 Prepare a tourism chapter within Council's Development Control Plan to ensure that tourism development is in keeping with the rural character of the area.	<ul style="list-style-type: none"> - Tourism chapter of Dungog DCP developed in consultation with community and local businesses. - Increase in the number of tourist applications lodged with Council. 	Ongoing liaison with businesses interested in submitting a development application and working closely with Planning Department on these enquiries

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
4.5 Upgrade of information systems	4.5.1 Upgrade of Council's mapping resources to include a rural capability layer and a biodiversity layer to inform future development.	Council's mapping layers enhanced to enable improved strategic planning and environmental assessment.	Ongoing

Strategy 5: Ensure the heritage and streetscapes of our villages are preserved and enhanced.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
5.1 Identification and preservation of Heritage items.	5.1.1 Review and update Council's Heritage Strategy	Adoption of a revised Heritage Strategy.	Strategy adopted. Amending LEP in process of gazettal to reflect study outcomes.
5.2 Local Heritage Fund	5.2.1 Obtaining funding from Heritage branch of Planning NSW.	Specific projects completed that preserve and enhance heritage buildings and places in the LGA.	No funding 2015/16
5.3 Heritage Advisory Service	5.3.1 Provide specialist advice on both strategic and development related heritage matters.	Increase in community numbers using the Service and improvement in heritage related development outcomes.	Heritage Advisor continues to provide assistance/advice to community members. In addition her input into the assessment of significant Development applications has ensured a better heritage outcome. She has been assisting in the preparation of the Planning proposal to update the number of Heritage items in Dungog LEP 2014.
5.4 To improve the appearance and presentation of urban areas within the LGA, fostering a sense of community pride.	5.4.1 Engage with local communities to identify projects, seek funding and work cooperatively towards beautification of local towns and villages.	Works undertaken that improve the amenity of towns and villages.	<ul style="list-style-type: none"> - Dowling / Brown Street intersection blister and garden works undertaken. - Queen and Rifle Streets in Clarence Town reconstructed and kerbed. - Design commenced for works in Park & Durham Streets in East Gresford. - Funding received for upgrade of Maitland Road in Paterson.
5.5 Increased local heritage awareness of indigenous Australians in Dungog Shire.	5.5.1 Seek grant funding to engage with local indigenous people and the relevant Land Councils for information on their history within the Dungog Shire.	Greater understanding and documentation of the role of indigenous Australians in the history of the Dungog LGA.	Referrals of major re-zonings and DA's to Aboriginal Land Councils as required. No detailed studies undertaken.

6. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING RURAL AND URBAN DEVELOPMENT

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
6.1 Review of Section 94 Plan	6.1.1 Consultant commissioned awaiting Works Program	Adoption of simplified and revised Section 94 Plan.	Awaiting adopted works schedule to complete plan.
6.2 Improve and strengthen Council's relationship with the Development industry and other stakeholders.	6.2.1 Improve the accessibility and usability of information available in print, web or through the Development Advisory Panel.	Increased usage of the Development Advisory Panel and better quality applications being lodged.	Council staff continue to promote DAP. The cost has discouraged some developers and use of professional planning consultants has meant a reduction in the number of meetings.
6.3 Develop and maintain an appropriate and contemporary manual of engineering standards.	6.3.1 Revise the engineering standards listed in Council's Policy Register to reflect contemporary standards and practices.	Review completed and new manual adopted.	Internal reviews are continuing.
6.4 Fire Safety Program	6.4.1 Complete risk evaluation of existing buildings relevant to land use.	Increase in number of buildings upgraded to meet fire safety standards.	Annual fire safety inspections undertaken on 10 priority venues.
	6.4.2 Commence audit on high risk premises.	No. of complaints in respect of fire safety standards.	Due to workloads no progress has been made on this project during this period
6.6 Update Council's Standard Conditions of Consent	6.6.1 Planning, Engineering and Building Officers will review, modify and augment the current list of Standard Conditions to reflect industry best practice.	Review completed and new conditions being utilised in the preparation of Development Consents.	Some additional standards added.
6.7 Provision of 149 Certificates and Property Information.	6.7.1 Preparation of zoning certificates in accordance with legislative requirements.	<ul style="list-style-type: none"> - 149 Certificates issued in a timely manner with minimal returns. - Response times to general written property enquiries is reduced. 	Council has processed 149 certificates in an efficient and effective manner over this period with only a small number of returns.
6.8 Maintain and increase Council's Market Share of Contestable Building Activities.	6.8.1 Construction Certificates and Complying Development Certificates are issued within timeframes comparable with Private Certifiers.	Increase in the proportionate number of Construction Certificates and Complying Development Certificates being issued by Council.	Council maintains a high percentage of the construction conditions and complying development conditions issued in the LGA.
	6.8.2 Greater promotions about Council's Building Services through the website.		Staff continue to promote Council's services at Customer Service Centre and out in the field. Council's web site utilised to advertise Council's competitive services.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
6.9 Investigation of Illegal and Unauthorised Development.	6.9.1 Identifications of non-compliant developments through a consents audit process.	- Education programme developed to highlight to the public the need to obtain consent for certain types of development.	Ongoing community awareness through Officers interaction with the general public and dealing with property enquiries.
	6.9.2 Investigations of complaints received from the public.	- Regularisation of unauthorised Development, where possible.	Over the past 4 years there has been a large no of unauthorised sheds and dwellings regularised.
		- Greater use of legal mechanisms to restrain environmentally harmful illegal development.	Where appropriate penalty infringement notices are continuing to be issued.
6.10 Representation of Dungog Council in legal matters pertaining to Planning.	6.10.1 Preparation of Evidence for Court proceedings and acting as an expert witness on Council's behalf.	Legal disputes are dealt with in a manner consistent with Council's adopted planning provisions.	Legal advisers are adequately briefed and managed.
	6.10.2 Briefing, commissioning and directing Council's legal advisor.	Reduction in the number of matters progressing to litigation.	This has not been achieved as a number of actions have been commenced and subsequently discontinued, thereby increasing the number of matters subject to litigation

Recreation and Open Space

Strategy 1: Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
1.1 Asset Management	1.1.1 Development and implementation of Council's Asset Management Plan	Asset Management Plan is developed within budgetary constraints	Asset Management Plan developed for Buildings
1.2 Sporting Grounds	1.2.1 To support Council's Management Committees	Management Committees provide regular reports to Council	Minutes of meetings being supplied to Council
	1.2.2 Maintain collaboration with alternate providers of infrastructure for recreational and sporting facilities.	Continued use of non-Council owned facilities is permitted.	Continued shared use of Barnes Oval with Dungog High School
1.3 Plans of Management	1.3.1 Ensure Plans of Management are improved and maintained to reflect current issues and community needs	No. of Plans of Management implemented and reviewed.	Initial POM's previously adopted reviews being undertaken as resources permit, Wharf reserve under review @30 June 2016
1.4 Infrastructure Planning	1.4.1 Undertake a capacity audit of existing sporting and recreational facilities.	Plan developed that will support future demands of open space.	Not undertaken
	1.4.2 Facilitate discussions with YMCA and NSW PCYC as regards requirements for infrastructure development.	Options report submitted to Council.	Not undertaken

Strategy 2: Encourage and support a diversity of sporting and recreational activities throughout the Shire

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
2.1 Asset Maintenance	2.1.1 Maintain and promote the use of recreational and sports facilities.	Grounds facilities are maintained to a agreed standards.	Grounds facilities being maintained to agreed standards within budgetary constraints
2.2 Sporting diversity	2.2.1 Continue discussions with the Hunter Academy of Sport in relation to the promotion of various sporting activities	Establishment of sports development days for the schools.	Events conducted by the Academy during the September school holidays.
2.3 Funding Programs	2.3.1 Conduct annual workshops in relation to sporting grant funding.	Annual Workshop held.	Not conducted

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
2.4 Sporting Facility Maintenance	2.4.1 Continue to promote a partnership approach with local communities, sporting and recreational groups for the management and maintenance of local sporting facilities	Continued support from local groups and community involvement in S355 Committees.	Continuing to work with 355 Committees
2.5 Equity of use	2.5.1 Council and its representatives manage access to its sporting and recreational facilities to ensure equity amongst users	Availability of grounds to meet user requirements	Grounds available subject to weather and maintenance - use of grounds being shared where required.
2.6 Pricing	2.6.1 Preview Council's fee structure to encourage community use of local sports and recreational facilities.	Consistent framework for fees applied Shire wide.	Fees reviewed as part of budget process. Further overall review required.
2.7 Accessibility	2.7.1 Review the availability of passive recreational facilities to ensure the needs of all population groups are addressed.	Report developed to guide Council's future decision making.	Not undertaken
2.8 New Section 94 Plan	2.8.1 Develop Section 94 Plan for developer contributions that is achievable and reflects the increased need for community facilities within individual districts generated by development	New Section 94 Plan is developed.	Resourcing constraints have prevented further progress

Strategy 3: Ensure that appropriate access to public lands is maintained

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
3.1 Access to Public Lands	3.1.1 Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for	<ul style="list-style-type: none"> - No. of TAC Meetings attended by key agencies. - No. of formal letters issued to Agencies in relation to complaints received by Council. 	<p>1 meeting and an extraordinary meeting held as part of the development of the draft Visitor Strategy</p> <p>No complaints received</p>
3.2 Public Land usage	3.2.1 Advocate for local communities and visitors to ensure that regional parks, forests and waterways accommodate a diversity of uses and interests	No. of TAC meetings attended by key agencies.	1 meeting attended.
	3.2.2 Advocate for improvements to tourist infrastructure in National Parks and Forest areas	<ul style="list-style-type: none"> - Upgraded visitor amenities and infrastructure - Overall satisfaction of day and overnight visitors to these facilities 	Current plans are for the upgrading of camping areas at Old Camp just north of Upper Allyn. No advocating during this period.

4. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING RECREATION AND OPEN SPACE

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
4.1 Promotion of camping/ caravanning	4.1.1 Provide facilities at Clarence Town and Dungog and promote other Parks and Camping areas throughout the Shire.	- Occupancy rates - No. of visitors to the Shire.	10, 247 - annual VIC visitation
4.2 Tourist Infrastructure	4.2.1 Continue to lobby National Parks & Wildlife and Forest NSW to upgrade visitor amenities, forest camping infrastructure and interpretative facilities.	- No. of visitors to the areas managed by NPWS & Forest NSW - Overall satisfaction of day and overnight visitors to the area	A spike in visitors in July at 1,205 and then again in October at 1,185 in association with the Dungog Festival. Lowest months were August and December when there were less than 600 visitors at the VIC.
4.3 Volunteer program	4.3.1 Support the Volunteer Guides Program with NPWS.	No. of volunteers involved in the program.	8 volunteers actively involved in the program
4.4 Park Playground Inspections	4.4.1 Inspected monthly.	% of Playgrounds Inspected on a Monthly basis.	100% of Council owned or managed playgrounds have been inspected on a monthly basis
4.5 Park Mowing	4.5.1 Mowing undertaken on a rolling programme.	All parks to be mowed once per month.	Parks mowed as required by seasonal conditions
4.6 Sporting Ground Mowing	4.6.1 Mowing undertaken on a rolling programme.	All parks to be mowed twice per month.	Sportsgrounds mowed as required by seasonal conditions with the exception of those grounds that are maintained by the 355 Committees.
4.7 Cemeteries Mowing	4.7.1 Mowing undertaken on a rolling programme.	General Cemeteries to be mowed quarterly. Lawn Cemetery to be mowed bi-month.	Cemeteries mowed as required by seasonal conditions
4.8 Swimming Pools Contractor Management.	4.8.1 Monitoring of contractor performance and compliance with Public Health requirements.	- No. of non-compliances with contract. - No. of complaints received direct by Council.	Nil non-compliances observed Nil complaints received
4.9 Weed Eradication	4.9.1 Spraying of Bindii and Clover weeds on sportsfields.	Annual spray programme undertaken.	Annual weed spraying undertaken

Public Infrastructure & Services

Strategy 1: Improve the safety and functionality of our road network.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
1.1 Council Advocacy	1.1.1 Lobby State and Federal Governments for allocation of additional funding for local road upgrade and maintenance.	Achievement of additional funds.	No additional funds secured.
1.3 Road Asset Management Policy and Plans	1.3.1 Review and update Council's Road Asset Management Policy and Plans	Policies and Plans are reviewed	Adopted by Council.
1.4 Unsealed Rural Road Network Review	1.4.1 Review the Unsealed Road Network to provide improved equity for residents	Unsealed Rural Road Network is reviewed and reported to Council	Funding allocated for review which is scheduled to be undertaken during 2016/2017.
1.5 Funding	1.5.1 Continue to submit bids for funding through State and Federal Grants for the road network.	Bids are submitted.	Bids submitted for REPAIR, Black Spot, Safer Roads, Bridges Renewal, Hunter Infrastructure & Investment Fund, Roads to Recovery, Fixing Country Roads
1.6 Road Safety	1.6.1 Undertake road safety audits across the Shire.	% age of road network reviewed.	- Regional Road Network - 10.5% - Local Road Network - Nil

Strategy 2: Ensure a local police presence throughout the Shire.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
2.1 Provide ongoing support to NSW Police Service through a range of networks.	2.1.1 Participate in Community Safety Precinct Committees.	- Attendance at quarterly meetings. - Crime Statistics.	Meetings attended in the period.
	2.1.3 Major event notification to ensure awareness of Local Area Commands for potential increased resource demands.	- No. of alcohol related incidents. - Impact of event on local community.	No adverse publicity about events held in the Shire
2.2 Lobbying for greater police presence in our Shire.	2.2.1 Ongoing communications to the Local Member and Minister for Police in relation to Police numbers.	Increased local Police numbers within the Shire.	Dungog has resumed two man station locally.
2.3 Lobby State Government to ensure that local Police are supported by the provision of local facilities.	2.3.1 Make representations to relevant Ministers on alternative housing solutions.	Improvements to Police residences undertaken.	Advised likelihood of officer stationed at Clarence Town unlikely in near future in view of heightened security risks.
2.4 Foster community awareness to report incidents to Crimestoppers	2.4.1 Support awareness through Mayoral Happenings and Council's website.	Local crime statistics reflect.	Indicator no longer available reports provided at meetings cover entire LAC

Strategy 3: Ensure that our communities have local access to quality educational and health & social services and facilities.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
3.1 Post Secondary Education	3.1.1 Collaborate with appropriate agencies to explore local post secondary education opportunities and facilities.	No. of meetings held.	None in the period.
3.2 Health Services	3.2.1 Host quarterly Health Forums with HNEH and NGO's.	Health Forums conducted.	Forums held
3.3 More GP Services within the Local Government Area.	3.3.1 Investigate options to increase the number of GP's practicing within the Shire.	Options paper developed and attraction package considered.	Options paper not developed GP numbers have increased Gresford is the only area without GP service
3.4 Increase the awareness of what Health Services are available within the Shire.	3.4.1 Support development of suitable promotional material.	Promotional material disseminated through community.	Previously distributed
	3.4.2 Provide information through Council's website.		

Strategy 4: Improve the provision of transport services to communities within the Shire.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
4.1 Rail Services.	4.1.1 Lobby State Government to ensure that local passenger rail services are maintained and improved.	General Public Access to rail services is retained.	Ongoing
	4.1.2 Lobby State Government for improved accessibility at local stations.	Station upgrades are undertaken.	Ongoing
4.2 Community Transport.	4.2.1 Continue to support Dungog and District Neighbourcare in relation to community transport needs.	Funding levels to Neighbourcare are maintained.	Funding secured through until 2017
4.3 Alignment of rail service timetables.	4.3.1 Investigate the viability of alignment of rail service timetables with the needs of local workers and students.	Submission prepared by Council.	No action during the period
4.4 Local and Regional Transport needs.	4.4.1 Conduct a study to determine local and regional transport needs of communities across the Shire.	A Transport Services Strategy for the Shire is developed.	No Action during the period.

Strategy 5: Ensure that community assets and facilities and public infrastructure are maintained and improved to a reasonable standard.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
5.1 Asset Management	5.1.1 Development and implementation of Asset Management Plans.	Asset Management Plans are implemented.	Developed and implementation commenced by way of budget inputs
	5.1.2 Development of new Sec 94 Contributions Plan	New Sec 94 Plan is implemented.	Alison Court plans of management reviewed.
	5.1.3 Review of Plans of Management for community facilities.	Plans of Management are reported to Council.	<ul style="list-style-type: none"> - 35 complaints received for Public Toilets during 4 year period – predominantly due to vandalism or blockages - 95 Other building related CRM's during 4 year period predominantly Alison Court Tenancy matters (73)
5.2 Asset Maintenance	5.2.1 Maintain facilities and assets within budgetary limitations.	No. of complaints received.	Special Grant received from Hunter Water for Dowling Street Toilet. Community Building Partnership funding received for Coronation Park. Boating NOW grant funding received for Bridge & Wharf Reserves at Clarence Town
5.3 Funding	5.3.1 Continue to explore opportunities to submit grant applications for facility upgrades.	Value of grant funding received per annum \$.	
5.4 Community Facilities	5.4.1 Review the locality and accessibility of public toilets within the Shire.	Report submitted to Council and Capital Works Program developed.	No formal review undertaken

Strategy 6: Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
6.1 Emergency Services	6.1.1 Ongoing liaison with local RFS and SES volunteers to ensure that they are being adequately resourced.	Local organisations adequately equipped to meet required service levels.	No issues from local organisations have been forthcoming as regards to adequacy of resources
6.2 Sewerage Services	6.2.1 Continue to advocate for the provision of reticulated sewerage to the villages of Paterson/ Vacy/ Gresford.	Recognition within the Hunter Water long term Capital Works Program.	Ongoing.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
6.3 Aged Accommodation	6.3.1 Maintain Alison Court units to an acceptable standard.	No. of complaints less than 5 per annum.	- Alison Court devastated by April Storm Event. Council have committed funding and refurbished 12 units. 6 units remain uninhabitable. - 73 CRM's received during 4 year period. Predominantly basic tenancy requests for repairs (ie not complaints)
6.4 Bike Plan	6.4.1 Review and update Council's Bike Plan.	Bike Plan endorsed by Council and strategies implemented.	Bike plan last reviewed July 2011.
6.5 Caravan Park	6.5.1 Undertake detailed business case development in relation to the establishment of a caravan park within Dungog.	Business case presented to the community.	Project complete.
6.7 Infrastructure & Services Gap Analysis.	6.7.1 Undertake a gap analysis in consultation with the community and current service providers.	- Consultation undertaken - Gap analysis is reported to Council.	No gap analysis undertaken at this time
6.8 Beautification of village main streets within the Shire.	6.8.1 Review village main street plans.	Staged plan roll out, stages occurring as budget allows.	Rolling programme of works included in 10 year budget

Strategy 7: Improve the availability of telecommunications infrastructure to our communities.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
7.1 Improved Broadband access within the Shire.	7.1.1 Implementation of Countrytell project within the Local Government Area.	Countrytell project established.	Stalled
	7.1.2 Assist Countrytell with community engagement.	Community and business awareness.	Stalled
7.2 Improved mobile phone coverage	7.2.1 Ongoing liaison with carriers in relation to enhanced mobile phone capability within the Shire.	Increased coverage achieved.	Submission prepared for enquiry about mobile coverage

8. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING PUBLIC INFRASTRUCTURE AND SERVICES

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
8.1 Water/Sewer	8.1.1 Ongoing participation with the Hunter Water Community Consultative Committee	Attendance at meetings.	Mayor attending
8.2 Flood Plain Management Program	8.2.1 Provide accurate data in relation to asset management and development	No. of stages and Flood Plain Management Plans completed	<ul style="list-style-type: none"> - Dungog Floodplain Management Risk Study and Plan commenced in February with contract awarded to Royal Haskoning. - Dungog Flood risk management committee – 1 meeting. - Determination of Flood planning level adopted by Council having regard to April 2015 event.
8.3 Grant Funding	8.3.1 Apply for grant funding from OEH to carry out Flood Plain Management studies	<ul style="list-style-type: none"> - Amount of funding received - No. of Plans funded. 	<ul style="list-style-type: none"> - \$140,000 approved for Dungog FRMS and plan. - Access to Voluntary Purchase funding for 5 Flood affected properties in Dowling street approved- potential value \$185K - 2 – Dungog FRMS and plan, and Voluntary purchase project - Also non-contributing partner in Paterson River Flood study with Maitland and Port Stephens Councils which was completed and placed on Public exhibition in June.
8.4 Unsealed Road Grading	8.4.1 Maintenance grading works as per Council's adopted programme.	% of programme completed.	100% of programme complete.
8.5 Rural Local Sealed Roads Shoulder Grading	8.5.1 Shoulder grading undertaken for reseals as required.	Minimum 5% by length of Rural Local Sealed Roads are shoulder graded.	11% Rural Local Sealed Road shoulder grading by length
8.6 Rural Regional Roads Shoulder Grading	8.6.1 Shoulder grading undertaken for reseals as required.	Minimum 7.5% by length of Rural Regional Sealed Roads are shoulder graded.	7.5% Regional Sealed Road shoulder grading by length
8.7 Rural Local Sealed Roads – Roadside Slashing	8.7.1 Slashing undertaken on rolling programme.	All sealed Rural Local Roads slashed twice per annum.	Slashing programme being met
8.8 Rural Regional Roads – Roadside Slashing	8.8.1 Slashing undertaken on rolling programme.	All Regional Roads slashed three times per annum.	Slashing programme being met

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
8.9 Construction and Rehabilitation Works	8.9.1 Works undertaken as funding allows.	% of annual rehabilitation and construction funding spent.	<ul style="list-style-type: none"> - Ongoing issues in this area from Natural Disaster events. Works are, however, scheduled to be up to date within 12 months - There are 2 outstanding bridge replacement projects scheduled for 2016/2017 - There is 1 outstanding road project
8.10 Rural Local Sealed Roads – Heavy Patching	8.10.1 Works undertaken on a needs and funding availability basis.	Area of Rural Local Sealed Roads heavy patched reported to Council.	937m ² of Rural Local Sealed Roads Heavy Patch undertaken
8.11 Regional Rural Roads – Heavy Patching	8.11.1 Works undertaken on a needs and funding availability basis.	Area of Rural Regional Roads heavy patched reported to Council.	2,240m ² of Regional Road Heavy Patch undertaken
8.12 Urban Local Sealed Roads – Heavy Patching	8.12.1 Works undertaken on a needs and funding availability basis.	Area of Urban Local Sealed Roads heavy patched reported to Council.	170m ² of Urban Road Heavy Patch undertaken
8.13 Rural Local Sealed Roads - Resealing	8.13.1 Resealing undertaken as per Council's programme.	Minimum 3% by length of Rural Local Sealed Roads are Resealed.	3.2% resealed by length
8.14 Regional Roads – Resealing	8.14.1 Resealing undertaken as per Council's programme.	Minimum 3% by length of Rural Regional Roads are resealed.	3.6% resealed by length
8.15 Urban Local Sealed Roads – Resealing	8.15.1 Resealing undertaken as per Council's programme	Minimum 3% by length of Rural Local Sealed Roads are resealed.	1.8% resealed by length
8.16 Bridge inspections	8.16.1 Inspections carried out on a regular basis.	All bridges to be inspected once per annum.	Annual inspections undertaken
8.17 Concrete Footpath Inspections	8.17.1 Inspections carried out on a regular basis.	Dowling Street High Pedestrian Section of footpath inspected every 3 months and the remaining network inspected once per annum.	All scheduled inspections undertaken
8.18 Public Toilet Inspection and Cleaning	8.18.1 Undertaken twice per week.	Maintenance schedule is met.	Schedule is being met
8.19 Street and Gutter Clean	8.19.1 Undertaken twice per week in Dungog.	Maintenance schedule is met.	Schedule is being met
8.20 Signage	8.20.1 Road safety signage and street/road indicator blades are replaced as required.	No. of non-compliant signs as identified through roadside audits.	<ul style="list-style-type: none"> - 13km of audits undertaken on MR101. Signage in this section generally compliant. - New and replacement blades also installed based on Supervisor inspections and Customer Requests
8.21 Guardrail	8.21.1 Guardmesh is replaced as funding allows – generally as part of rehabilitation works.	Length of guardmesh replaced.	1300m replaced as part of roadworks, road rehabilitation and bridge construction

Council Governance & Finance

Strategy 1: Councillors are responsive, accessible and actively involved within local communities

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
1.1 Councillors representation	1.1.1 Councillors maintain relationship with key Management Committees.	Councillors attendance at meetings.	Minutes are not being received from all Management Committees however Councillor attendance is reflected in the Minutes received.
1.2 Councillors access information provided on website.	1.2.1 Web page information maintained.	Information is current.	Information is as current as resources allow.
1.3 Councillors information sessions	1.3.1 Briefing sessions provided to Councillors on a regular basis.	A minimum of 8 information sessions held per annum.	Six information sessions held
1.4 Councillors Induction Program	1.4.1 Councillors Induction Booklet review undertaken.	Review undertaken.	Councillors attend workshops when available.
	1.4.2 Program of workshops developed.	Councillors attendance.	
1.5 Mandatory Councillors training	1.5.1 Ensure information disseminated in a timely manner.	No. of Councillors that attend.	No training provided in the period.
1.6 Enhance opportunities for Councillors to participate in professional development activities.	1.6.1 Professional development opportunities identified.	<ul style="list-style-type: none"> - No. of Councillors who undertake professional development activities. - Community satisfaction with Councillors performance. 	Four information sessions held.

Strategy 2: Decision-making processes are open, transparent and inclusive

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
2.1 Governance – Meetings.	2.1.1 Review and adopt Council's Code of Meeting Practice after Council elections.	No. of items referred to Closed Session annually.	12 items referred to Closed Council Sessions
2.4 Governance – Public Access	2.4.1 Continue to fulfil Council's obligations under the Government Information (Public Access) Act.	Publications guide updated regularly.	Publication guide updated.

Strategy 3: Council undertakes broad and effective communication and engagement with the communities across the Shire

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
3.1 Mayoral Happenings	3.1.1 Local Happenings are disseminated to media outlets on a weekly basis.	Happenings within Dungog Chronicle 90% of the time.	Being achieved
3.2 Maintain relationship with the media	3.2.1 Media releases prepared on issues as they arise.	No. of press releases issued per annum.	Press releases and media interviews conducted as required.
	3.2.2 Staff respond to media requests for interview/ feedback.	No. of media interviews undertaken.	
3.3 Community Engagement Plan	3.3.1 Investigate feasibility of establishing Community Engagement Forums.	Report to Council.	Ongoing
3.4 Social Media	3.4.1 Investigate and report on Council's capability to deliver online social media engagement activities.	Report to Council.	Ongoing – Fit For the Future and Merger proposals impacted relevance of completing this activity.
3.5 Aboriginal Liaison Committee	3.5.1 Consult with the four Land Councils and ascertain their requirements for ongoing engagement.	Report to Council.	Not progressed.

Strategy 4: Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
4.1 Governance – Corporate	4.1.1 Review of Councils organisational structure after Council elections.	Organisation structure adopted.	Organisation structure adopted.
	4.1.2 Annual review of General Managers performance.	Performance review undertaken.	Review completed and reported to Council.

Strategy 5: Council undertakes prudent financial management to ensure its long-term viability

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
5.1 Finance – Budget	5.1.1 Continue to provide monthly works cost statement to Council	Monthly report to Council.	Ongoing – reports provided on a monthly basis
5.2 Finance – Debt Recovery	5.2.1 Continue to proactively manage debt recovery action.	Outstanding rates <7%	Ongoing – outstanding rates under 5% at year end.
5.3 Finance – Fleet Operations	5.3.1 Review Council's fleet operations to ensure returns on investment.	Positive return to Plant Reserve annually.	Positive return achieved.
5.4 Finance – Investments	5.4.1 Invest surplus funds in accordance with Council policy.	Investment returns equal 90 day BBSW.	Ongoing – Investment return currently equal to or better than 90 day BBSW.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
5.5 Investments	5.5.1 Investigate the feasibility of outsourcing the management of Council's investment portfolio to a third party.	Report submitted following evaluation.	Ongoing – Fit For the Future and Merger proposals impacted completion of this activity.
5.6 Finance – Budget	5.6.1 Develop and model 10 year financial plans to guide deliberations on future funding decision for Council.	Models developed with robust scenarios.	Complete - 10 year financial plan developed on data available, scenarios produced to fit within State Governments the Fit For The Future guidelines – these were not Council's preferred options.
	5.6.2 Determine a position in relation to seeking a special rate variation from IPART or introducing an infrastructure / environmental levy.	Position determined 28 February 2014	Complete - Position determined – special rate variation not progressed this year 2016/17 due to Fit For The Future and Merger Proposal requirements.

Strategy 6: Appropriate staff are attracted, retained and supported within a safe, caring and productive workplace

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
6.1 Corporate	6.1.1 Salary System meets Local Government Award requirements.	Nil disputes to IRC.	Nil disputes
6.2 Risk	6.2.1 Ongoing review of Councils Workplace, Health and Safety systems and processes.	Nil WHS prosecutions.	Nil prosecutions
6.3 Employee Relations	6.3.1 Maintain funding for Council's Employee Assistance Program.	Budget commitment.	Funding provide in budget for EAP
6.4 Policy Development	6.4.1 Development of a suitable range of Human Resource policies to assist staff.	Policies submitted to Council by 30 June 2013.	No resource available, being undertaken as time permits.
6.5 Workforce Strategy	6.5.1 Implement strategic initiatives within Council's Workforce Strategy.	Six monthly report to Council.	Workforce elements will be included in revised resourcing strategy.
6.6 Council Staff Training	6.6.1 Outsourced Professional development seminar for liaising with the public	Monitor customer/community feedback and complaints.	Nil complaints received.

Strategy 7: Council maintains a regional outlook and seeks opportunities for regional co-operation

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
7.1 Hunter Council Inc	7.1.1 Ongoing advocacy role at Board level.	Attendance at Board Meetings.	Meetings attended by Mayor.
	7.1.2 General Managers Advisory Committee	Attendance at GMAC.	Meetings attended by General Manager.
	7.1.3 Representation on professional network groups by staff with regional advocacy matters being reported through to GMAC		Staff are attending various professional teams.
7.2 Hunter Council Limited	7.2.1 Ensure that the business activities of the company protect the interests of the shareholders.	Annual report to shareholders.	Reported to the Mayors.
7.3 Resource Sharing	7.3.1 Explore provision of and utilisation of services from neighbouring Council's.	No. of resource sharing initiatives Council involved in per annum.	<ul style="list-style-type: none"> - SIRP project continues until September 2017 and utilises a shared inspectorial resource with PSC that is funded by HWC. - Paterson River Flood Study is a partnership with Maitland and Port Stephens councils where the flood engineering expertise of these Councils is benefiting Dungog. - Continued participation in Regional Illegal Dumping Squad as an associate member. - Involved in joint arrangements with Hunter Council's with regards to Purchasing, Training, Legal, Records Storage, etc

Strategy 8: Council will advocate for the communities by actively pursuing constructive relationships with other spheres of government

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
8.1 Governance – Advocacy	8.1.1 Attend regional State Cabinet meetings.	Annual meetings attended.	Meeting attended
	8.1.2 Attend regional State Action Plan meetings.	Annual meetings attended.	Workshopped through Hunter Councils GMAC meeting.
	8.1.3 Maintain regular contact with local State & Federal members and their support staff.	Regular contact maintained.	Requests to local member through correspondence at this stage.
	8.1.4 Follow established protocols when seeking meetings with various Ministers.	Request to local member and briefing paper supplied.	Relationship maintained has met in Dungog and through Hunter Councils meetings.
	8.1.5 Maintain relationship with Hunter Regional Director of Premiers & Cabinet	Six monthly meeting held.	

9. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING COUNCIL GOVERNANCE AND FINANCE

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
9.1 Governance – Records Management	9.1.1 Safeguard Council's records and meet legislative responsibilities.	<ul style="list-style-type: none"> - % of records held in complying storage. - Compliance with State Records Act. 	60% held in complying storage Ongoing
9.2 Governance – Risk Management	9.2.1 Undertake annual Public Liability and WHS Audits	Audits undertaken.	Complete
	9.2.2 Attend regional risk management meetings and disseminate information to relevant staff.	80% of meetings attended.	Complete
	9.2.3 Maintain Council's insurance portfolio.	Insurance renewed annually within timeframe	Complete
	9.2.4 Monitor Council's workers compensation claims.	Increase in Workers Compensation Premium less than 5% on previous year.	Complete, however method of calculation altered for 2017.
	9.2.5 Monitor Council's Return to Work programmes.	No. of employees with greater than 5 days lost time per annum.	1 employee with greater than 5 days lost time.
	9.2.6 Lead the organisation in respect of new online risk register database.		Ongoing
	9.2.7 Development and review of business and continuity plan.	<ul style="list-style-type: none"> - Business continuity plan developed. - Business continuity plan tested annually. 	Emergency response review undertaken with Echelon following April super storm – Complete.
9.3 Corporate Support – Information Systems	9.3.1 Enhance Council's Information Systems so as to meet the current and future needs of the organisation	<ol style="list-style-type: none"> 1. System upgrade undertaken 2. Organisation operates on current version of software for LG Application. 	Microsoft Office upgrade on hold subject to Merger proclamation. Authority upgrade also on hold subject to Merger proclamation
	9.3.2 Monitor Council's managed services provider to ensure system outages/ downtime meets service agreement.	Downtime less than 1% of annual working hours.	Migration to full cloud based system completed, some work still to be undertaken in regards printing. Line into Council upgraded.
	9.3.3 Implement mobile computing modules to key users.	Mobile computing operational.	Managed Service environment provides access to all staff with a valid login. Smartphones provided to appropriate staff to further enhance the mobile option and accessibility. Tablets implemented for engineering staff
	9.3.4 Maintain an online presence.	Council's website accessible 99% of time.	Website accessible 99% of time. New host arrangement put in place.
	9.3.5 Monitor information uploaded to Council's website.	Nil complaints in relation to copyright/ privacy breaches.	Nil complaints received

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2016
9.4 Corporate Support - Customer Services RMS Agency	9.4.1 Ensure RMS payments agency is operational during Council opening hours	Trained staff available to meet operational requirements	Complete
	9.4.2 Comply with RMS performance and statutory expectations.	Nil Deficiency/ Compliance reports.	Nil reports received to date.



SECTION THREE

STATUTORY REPORTING REQUIREMENTS

LEGAL PROCEEDINGS

Legal Costs – Legal Advice

Planning Department - \$10,498.44
Environmental Services Department - \$4,116.00
Corporate Services Department - \$3,615.09

Court Matters

	Costs	Case	State of Progress
Council v PJE Management Pty Ltd	\$39,848.00	Quarry Rehabilitation and subdivision	Ongoing
Council v Barrington Tops Development	\$12,698.00	Owner contesting validity of Infringement Notice	Ongoing
Council v Hunter Industrial Rental Equipment Pty Ltd, Buttai Gravel and EPA.	\$133,480.00	Class 4 Proceedings Martins Creek Quarries.	Ongoing

Rates Recovery

	Costs	Case
Council v Various Parties	\$4,346.00	Legal costs incurred in relation to defaulting rates debtors.

MAYORAL & COUNCILLOR EXPENSES

In addition to the Mayoral Fee of \$14,017 and Councillors Fees of \$74,970 expenditure in relation to the provision of facilities and Councillors expenses amounted to \$15,878. This figure includes:

• Council Elections		Nil
• Code of Conduct Investigations	\$	Nil
• Provision of dedicated office equipment allocated to Councillors		Nil
• Conference and Seminar Expenses	\$	4,452
• Training & skill development	\$	Nil
• Interstate travel by Councillors		Nil
• Overseas visits by Councillors		Nil
• Expenses of any spouse, partner accompanying a Councillor		Nil
• Expenses involved in the provision of Childcare		Nil
• Mobile Phone and Internet Costs	\$	236
• Travelling	\$	6,670
• Meals & Sustenance	\$	1,605
• Delegates Expenses	\$	2,918
	Total \$	15,878

Council's Policy for the payment of expenses and provision of facilities was reviewed on 20 November 2015 and includes the following:

1. Council will pay to or on behalf of its Councillors reasonable allowances towards their necessary out of pocket expenses for conveyance, sustenance, travelling and accommodation for:
 - (a) Meetings of Council, or the meetings of any Committee of the Council;
 - (b) Upon inspections within the area, provided such inspections are undertaken in compliance with resolutions of the Council;

- (c) Upon business of the Council outside the area in compliance with a resolution of the Council;
 - (d) To and from the periodical conference of the Shires Association of New South Wales or of the Australian Council of Local Government Associations or of any district associations of Councils or to and from any meeting of any regional council or of any regional development committee; and
 - (e) In such cases as may be prescribed, to and from the periodical conferences or meetings of such other associations or organisations as may be prescribed.
2. A Council vehicle will be made available for the use of Councillors wherever possible. However should a Council vehicle not be available and Councillors are required to provide their own private transport for authorised Council business, then Councillors will be paid an allowance for travelling at the following rates based on the allowance under the Local Government State Award. As at 1 July 2015:
- Under 2.5L \$0.68 per kilometre
 - 2.5L & over \$0.78 per kilometre
3. Where an elected member lives outside the Council area, Council will pay an allowance for travelling based on the aforementioned mileage allowance from the Council boundary to the Council related activity along the most direct route from the Councillor's place of residence.
4. Council will provide the following facilities and services for the use of the Mayor for Council related activities:
- (a) an office at the Council Administration building;
 - (b) secretarial and administrative support;
 - (c) stationery and office supplies, including fax, email, laptop and mobile phone etc.

SENIOR STAFF

During 2015/2016 one officer of Council was classified as Senior Staff pursuant to Section 332(2) of the Local Government Act, being the General Manager.

The total amount payable in respect of the employment of senior staff for the period (including the salary component, employer and employee superannuation, provision of vehicle and fringe benefits tax) was \$211,919.

Salary component:	\$181,719
Superannuation:	\$18,386
Vehicle:	\$10,311
Membership Contributions:	\$1,503

MAJOR CONTRACTS

Name	Payment Approved by Council	No. of Jobs	Contract Period (Years)	Nature of Goods or Services
Burns Earthmoving Pty Ltd	\$1,008,048	Various	One	Plant Hire
SRS Roads	\$1,140,561	Various	One	Bitumen
Quarry Products	\$343,338	Various	N/A	Road Base & Aggregate
J R & E E Richards	\$687,010	Various	Six	Waste & Recycling Collection
Presland Bros	\$224,748	Various	One	Plant Hire
Labourco Council Services Pty Ltd	\$229,989	Various	One	Provision Temporary Labour Service
Guardian Traffic Services	\$340,741	Various	One	Provision of Temporary Labour – Traffic Control
Civica Pty Ltd	\$168,550	Various	Five	Provision of Information Technology Managed Services
Accurate Asphalt & Road Repairs Pty Ltd	\$552,667	Various	N/A	Road Repairs
Highway Ford	\$156,545	One	N/A	Purchase New Plant
KCE Pty Ltd	\$880,197	One	One	Road Construction – Clarence Town
Openshore Traffic Services	\$221,471	Various	One	Provision of Temporary Labour – Traffic Control
GW & GJ Trappell	\$274,664	Various	One	Plant Hire
Daracon Quarries	\$249,812	Various	One	Road Base & Aggregate Crushing Plant
Hunter Quarries	\$561,666	Various	One	Road Base & Aggregate
CZL Group Pty Ltd	\$227,987	Various	N/A	Road Base & Aggregate Crushing
Power Court Pty Ltd	\$242,432	One	One	Dungog Tennis Courts
PDA Building	\$869,249	One	N/A	Refurbishment – Alison Court Units
Civil Bridge & Wharf	\$1,831,335	Various	One	Bridge Construction
Irwin Fencing	\$260,760	Various	N/A	Supply & Install Guard Rail
Nviroscope Pty Ltd	\$209,975	Various	One	Road/Bridge Repairs
Hitachi Construction Machinery	\$296,774	One	N/A	Purchase New Plant
Civilbuild Pty Ltd	\$640,366	Various	One	Bridge Construction
Dungog Ready Mixed Concrete	\$186,753	Various	N/A	Concrete
Elbourne Plant Hire Pty Ltd	\$258,394	Various	One	Plant Hire

WORK CARRIED OUT ON PRIVATE LAND

During the period 1st July 2015 to 30th June 2016, all private works were undertaken in accordance with Section 67 of the Local Government Act 1993. Council did not resolve to subsidise any works.

SECTION 356 CONTRIBUTIONS

Donations and Expenditure under Section 356 amounted to \$21,320 and was made up as follows:

Donations & Contributions		\$
- Hunter Valley Research Foundation		2,200
- Gresford & District Agricultural Society		250
- Dungog Arts Society		500
- Dungog High School Citizenship Award		75
- Anzac Day		191
- Dungog Gresford Land & Beef Inc		100
- Arts Upper Hunter		7,098
- Australia Day		1,135
- Variety Special Children's Christmas Party		250
- Gresford Community Group Youth Hall		335
- Melissa Nelson		200
- Citizenship Ceremonies		33
Total		12,367

EEO MANAGEMENT PLAN

The purpose of Council's EEO Policy is:

- (i) to eliminate discrimination or harassment in employment on the grounds of race, sex, marital status, physical impairment, intellectual impairment and sexuality, and compulsory age retirement. These grounds are specified in the NSW Anti-Discrimination Act which binds Councils.
- (ii) to promote Equal Employment Opportunity for women, members of non-English speaking backgrounds, Aboriginal and Torres Strait Islanders, and people with disabilities.

No problems of an EEO related nature arose during the 2015/2016 year. Council provides structured training to staff on a regular cycle to reinforce awareness of Council's Policy.

COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Council did not hold a controlling interest in any company during 2015/16.

EXTERNAL BODIES WHICH EXERCISED FUNCTIONS DELEGATED BY COUNCIL

During the year, Council delegated the following functions to external bodies:

Function	Body
Enforcement of relevant legislation concerning the overloading of vehicles on Regional Roads and local roads within the Shire.	Mid North Weight of Loads Group
Care, control and management of the James Theatre Community Centre.	James Theatre Community Centre Committee
Care, control and management of the Clarence Town School of Arts Hall.	Clarence Town School of Arts Committee
Care, control and management of the Gresford School of Arts Hall.	Gresford School of Arts Committee
Care, control and management of the Paterson School of Arts Hall.	Paterson School of Arts Committee
Care, control and management of the Vacy School of Arts Hall.	Vacy School of Arts Committee
Care, control and management of the Martins Creek School of Arts Hall.	Martins Creek School of Arts Committee
Care, control and management of the Showground reserve.	Dungog Showground & Recreation Reserve Management Committee
Care, control and management of the Paterson Sportsground.	Paterson Sportsground Committee
Care, control and management of the Gresford Sporting Complex.	Gresford Sporting Complex Committee
Care, control and management of the Vacy Sportsground	Vacy Sportsground Committee

PUBLIC INTEREST DISCLOSURES

Council is committed to the objectives of the Public Interest Disclosure Act 1994 (The Act) and encourages the disclosure of any instances of corrupt conduct, maladministration, serious and substantial waste and government information contravention.

In accordance with The Act, Council's 'Protected Disclosures Policy' established guidelines for the reporting and management of Protected Disclosures. For the reporting period ending 30 June 2016, Dungog Shire Council received no protected disclosures.

CORPORATIONS, PARTNERSHIPS, TRUSTS, JOINT VENTURES IN WHICH COUNCIL PARTICIPATED

During the year Council was involved in the following:

- Newcastle Regional Library Advisory Committee for assistance in the provision of library services within the Shire.
- Hunter and Central Coast Noxious Plants Advisory Committee for assistance in the control of noxious plants.
- Waste Management Association of Australia – Hunter Branch for assistance in issues dealing with waste operation, treatment and disposal.
- Hunter and Central Coast Regional Environmental Management Strategy Committee.
- Hunter Councils Inc. Council has an interest in Hunter Councils Inc along with other Hunter Member Councils. The activities of this organisation are not controlled by any one Council. Hunter Councils Inc was established to improve the quality and efficiency of Local Government services throughout the Hunter Region.
- Strategic Services Australia. Council has an interest in Strategic Services Australia and is a Shareholder. The activities of Strategic Services Australia involve the establishment and running of a records repository at Thornton, the provision of legal services to the local government industry through Local Government Legal, procurement through Regional Procurement, training through the Local Government Training Institute. The office of SSA Ltd is situated at 12 Bonville Avenue, Thornton.
- Arts Upper Hunter
- Mid North Weight of Loads Group - Enforcement of relevant legislation concerning the overloading of vehicles on Regional Roads and local roads within the Shire.
- Southern Phone Company Limited – Council is one of 41 Councils that hold a share entitlement.
- Statewide Insurance Mutual – Provision of various insurances
- Statecover Insurance Mutual – Provision of Workers Compensation Insurance.

RATES & CHARGES WRITTEN OFF

Rates and Charges written off for the year amounted to \$184,614.44 and comprised the following:

- Mandatory Pensioner Rebates under Section 575 of the Local Government Act 1993: \$180,243.45 (55% reimbursed to Council by the State Government).
- Postponed Rates and Charges written off under Section 595 of the Local Government Act 1993: \$296.58
- Abandonments – small debts \$305.60
- Voluntary Conservation Agreements: \$3,768.81

OVERSEAS VISITS UNDERTAKEN

No overseas visits were undertaken during the year by Councillors and others representing the Council.

STORMWATER MANAGEMENT SERVICES

Council's Management Plan for Stormwater Services highlighted the preparation of the Asset Management Plan including a full asset listing, condition monitoring and valuation. The Plan would then describe a future needs and replacement program.

Total Stormwater Charges levied in 2015/16 \$40,990

COMPANION ANIMALS ACT & REGULATION

Dungog Shire Council provides Companion Animal Services that include active administration, education and monitoring components.

Pound data information is lodged annually with the Division of Local Government and dog attack data is updated as required on the Companion Animals Web page.

A commercially operated kennel is accessed on a fee for service basis to provide pound services.

In 2015/2016 \$32,890 was expended on Council's Companion Animal program. Expenditure consists of fees to the private impounding facilities, administration and related programs such as the provision of educational material and investigation of complaints.

Revenue from Companion Animals fees of \$14,399 was received.

There is currently only one off leash area in the Shire. Council promotes its Companion Animal program in local media and offers unclaimed pound animals for sale to the public as well as contacting animal welfare organisations as a rehoming option.

During the reporting period, out of the 28 Companion animals seized, 13 were reunited with owners (46%), 2 (6%) were rehomed with an Animal Welfare Organisations, 13 (46%) were rehomed privately and 1 (2%) was required to be euthanased.

Eighty Eight (88) Companion animals related complaints were received during the period.

Council has adopted a Companion Animals Management Plan that details strategies in relation to companion animals in this area and includes programs for improved education, desexing and provision of off leash areas in the Shire. This Plan will be reviewed after the completion of the merger process so as to align with the plan of the merger partner.

GOVERNMENT INFORMATION PUBLIC ACCESS ACT

Obligations under the GIPA Act

1. Review of proactive release program – Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Our agency's program for the proactive release of information involves identifying information that should in the public interest be available to the public without imposing unreasonable additional cost to Council and making it available for inspection or via Council's website where possible.

During the reporting period, we again reviewed this program by undertaking a review of Council's Information Guide to ascertain if there were additional documents that could be added to the Open Access Information list.

2. Number of access applications received – Clause 7(b)

During the reporting period, our agency received a total of 2 formal access applications (including withdrawn applications but not invalid applications).

3. Number of refused applications for Schedule 1 information – Clause 7(c)

During the reporting period, our agency refused no access applications either wholly or in part because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, none were refused in full, and none were refused in part.

4. Statistical information about access applications – Clause 7(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (other)	1	0	0	1	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	1	0	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

*A **personal information application** is an access application for personal information (as defined in Clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).
 PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the Act**

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	2
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	2

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

**The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.*

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies

	Number of applications transferred
Agency Initiated Transfers	0
Applicant Initiated Transfers	0
Total	0



SECTION FOUR

FINANCIAL INFORMATION