



# Dungog Shire Council

## End of Term Report 2012 - 2017



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## SECTION 1.

# COMMENTS BY THE GENERAL MANAGER

## **DUNGOG SHIRE COUNCIL END OF TERM REPORT (2012-2017)**

The commencement of the integrated planning and reporting framework for this Council in 2011/2012 now culminates in the first end of term report being prepared at a time when the future of Dungog Shire Council is very much “up in the air”.

The past five years has been a journey of both challenge and opportunity as regards the implementation of the Councils community strategic plan 2036. During this term the Council has witnessed a significant shift in terms of Government funding at both State and Federal Levels.

We have witnessed population growth and the establishment of a number of new dwellings within the Shire providing a positive outlook for the future, being on the fringe of the coastal experience and in close proximity to major regional employment centres the attraction of Dungog Shire is starting to emerge.

From advocacy on behalf of the community to making some of the hardest decisions in light of public opinion the role of a Councillor is challenging. The never ending challenge is securing greater financial assistance for the Council to continue to deliver the ongoing renewal of infrastructure that has been sadly under-funded for so many years.

We had witnessed the initial funding announcements associated with the Hunter Infrastructure & Investment fund with \$20Mil allocated for MR301 in 2011, of which \$13.2 Mil was allocated to this regional road within the Dungog LGA. The outcomes are evident for the community of Clarence Town and the general road users alike as the condition of one of the most important transport links in the Shire has improved significantly.

The announcement of \$10Mil for MR 101 in February 2016 will result in the Councils other heavily utilised component of the regional road network improve over the next four years as a consequence of continued lobbying by Council for funds to improve the regional road network.

The end of term report for the Council is structured on the basis of the seven themes of the community strategic plan, with commentary provided as regards each of the themes. In a snapshot over \$40Mil of capital works on roads and bridges, over 1,800 building inspections undertaken, 345 dwelling approvals issued worth \$100Mil, 625 new rates assessments established and the list goes on.

Whilst the full extent of Councils aspirations have not been achieved throughout this term as a consequence of funding limitations, budget deficits and staff resourcing elements, Council and the community also experienced a string of natural disaster events, with the most significant being the April 2015 superstorm that sadly resulted in the loss of three community members.

Craig Deasey PSM  
GENERAL MANAGER

## SECTION 2.

# END OF TERM REPORTS 2012-2017

# Natural Environment

**Long term Goal:** The health of our natural environment and biodiversity is preserved and enhanced.

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
1.1	Waste & Sustainability Program	Reduction of power usage at Council facilities	✓	✓	✓	✓	✓
1.2	Involvement & Support for regionally based climate change programs	No. of regional programs actively supported	N/F	1	N/F	1	N/F
1.3	Work with Hunter Councils to develop and implement regional strategy to address impacts of climate change	No. of programs promoted in the community	No funding provided to support.			1	0

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
2.1	Land & Natural resource kits	Availability of kits to the community	Y	Y	Y	Y	N
2.2	Support CMA (now LLS) programs through Council	No. of projects facilitated in the LGA	1	1	2	2	1
2.3	Regional weed action plan	Property inspections per annum	100	272	278	253	233
2.4	Improve information and links on Councils webpage	Outside use of Council webpage for land management & natural resource information	Unable to monitor No. of hits to webpage.				
2.5	Public field days and information sessions	No. of information sessions provided with Council involvement	-	-	3	5	1
		No. of attendees	-	-	180	255	50
2.6	Coal Seam Gas Alert watch & education	Information and education of Councillors.	✓	✓	✓	-	-

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
3.1	On site sewage management strategy	No. of systems failing as a %age		10%	20%	10-20%	15%
		No. of systems inspected	43	72	211	779	605
3.2	Noxious Weeds		Refer to 2.3 for inspection No.'s				
3.3	Waste Diversion and resource recovery	Meeting OEH waste reduction targets	x	x	x	x	x
3.4	Illegal Dumping	No. of incidents recorded		12	35	11	19
3.5	Waste Minimisation (2015/17)	No. of info sessions	N/A	N/A	N/A	4	0
3.6	Pilchers Reserve Committee	Reformation of committee	Committee not reformed due to uncertainty over future land management structure				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
4.1	Onsite sewage management	No. of systems failing as a %age	Range has varied with SIRP program significantly more properties being reviewed				
4.2	Waste Diversion	Tonnes of recyclables collected		807	815	857	843
		Tonnes of waste diverted	1058	1995	1754	1976	1979
4.3	Roadside environmental management strategy	Biodiversity retained within the corridor					
4.4	Waste Collection Service	DWM Charge as compared to neighbouring Councils	✓	✓	✓	✓	✓
4.5	Landfill Operation	Landfill actual cost within 10% of budget forecast	✓	✓	✓	✓	✓
4.6	Noxious Weeds	Indicator previously reported at 2.3					
4.7	Development Control	No. of environmental complaints		7	47	31	30
4.8	Work with Hunter Water & other state agencies to develop sustainable management of effluent in villages	No. of meetings with HWC to progress sewer service provision.			1	0	0
4.9	Enforce sewer connection in Clarence Town	No. of premises not connected		15%	10%	19	15
4.10	Waste Minimisation	previously reported					
4.11	HCCREMS Roadside marker program	Roadside markers in place				✓	✓
4.12	Erosion & sediment control policy	New policy in place	Not reviewed due to priorities				
4.13	Development control - review environmental conditions	Environmental conditions updated			Ongoing at this stage		

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
5.1	Erosion & sediment control policy	Extent of erosion within Council road corridors.	Not reviewed due to priorities				
5.2	Source grant funding to improve Council causeways and crossings.	\$ secured	Nil	Nil	Nil	Nil	Nil
5.3	On site sewage management system inspection and approval program	No. of inspections carried out.	Previously reported @ 3.1				
5.4	Reduce point source pollution within LGA catchments	HWC Septic tank improvement and rectification project is on track	N/A	N/A	82	611	480
5.5	Lower Hunter water plan	participation in the consultation process	✓	✓	N/A	N/A	N/A

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
6.1	Public Education	No. of field days attended	Refer 2.5				
6.2	Noxious Weeds property inspection	No. of properties inspected	Previously reported @ 2.3				
6.3	Noxious weeds management	Km's of roadways treated.		685	398	370	636
6.4	Roadside marker program	Implementation of program			✓	✓	✓
6.5	Regional weed action plan	Compliance with target actions in strategy	✓	✓	✓	✓	✓
6.6	Pest animal management	Effective links and information provided to LLS programs	✓	✓	✓	✓	✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
7.1	Involvement in HCCREMS	No. of programs with other Gov't agencies	2	1	2	4	3
7.2	Referral of local issues and enquiries to appropriate regulatory agency	No. of referrals & No. of complaints			1	2	3
7.3	Underground petroleum storage systems	Level of understanding and compliance	In 2013 audits were carried out by EPA on 12 premises in conjunction with Council. EPA is still the authority until 2017.				



STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
7.4	Reporting mechanisms to regulatory & enforcement agencies of possible environmental breaches	Mechanisms established, notifications made.	0	0	2	3	0
7.6	UPSS - facilitate UPSS pilot program	No. of redundant tanks removed from road reserve	N/A	✓	4	N/A	0

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
8.1	Local Land Services	No. of regional programs in the LGA	2	2	2	1	3
8.2	Upper Hunter Regional Land use strategy	No of forums participated in	2	2	0	0	0
8.3	Regional Land Mapping	Centralised GIS data warehouse established within HCCREMS	Matter has been advocated by HCCREMS following release of OEH data, HCCREMS validation found OEH data to be 30% reliable only.				
8.4	Coal Wagon Coverage	Approach made to Hunter Councils	HCCREMS advocacy				

## 9. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING OUR NATURAL ENVIRONMENT

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR/ INDICATOR OF PROGRESS	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
9.1	Healthy rivers - continue to provide financial support to Dungog High for river watch program	Re-stocking of equipment as required	✓	✓	✓	✓	✓
9.2	National Tree Day	No. of trees planted p.a	300	300	300	250	250
9.3	Clean up Australia Day	No. of groups	2, 600 Kg	4	4, 2t	7, 3t	2

### Commentary

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 five 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 receipt 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.

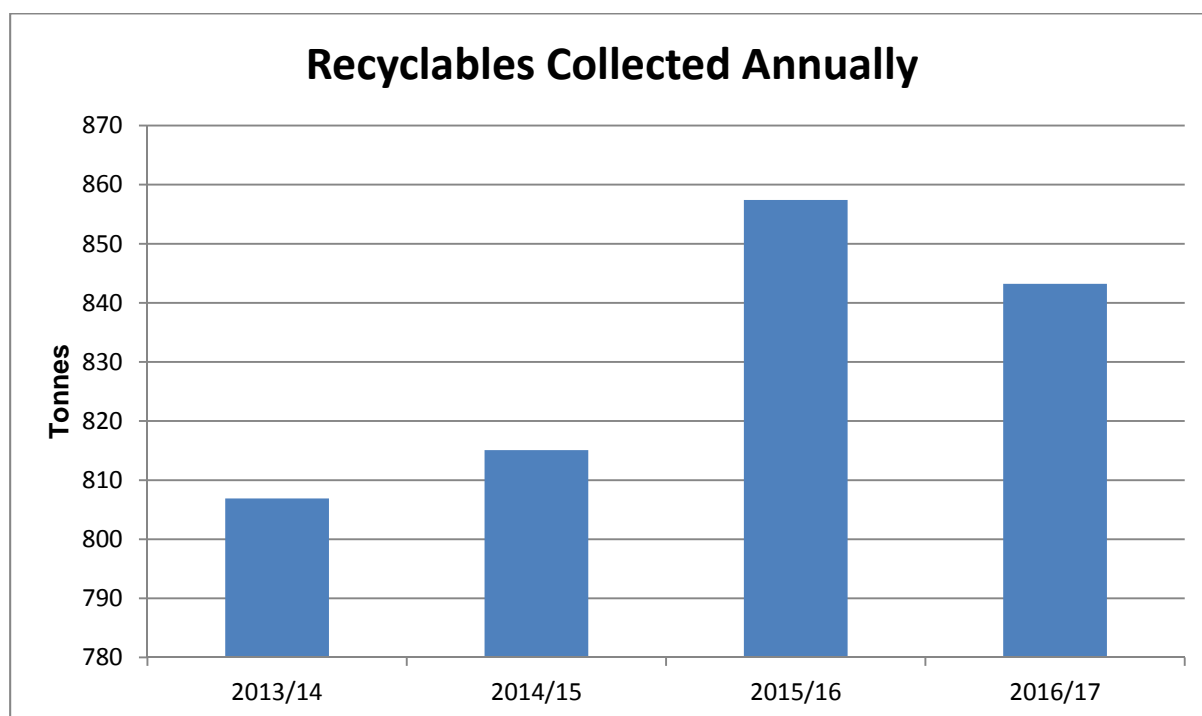
Council was also successful to secure project assistance with the remediation of a redundant underground petroleum system that was located within the road reserve at the front of modern motors. The site was successfully remediated under the UPSS project in 2014 with the removal of four storage tanks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

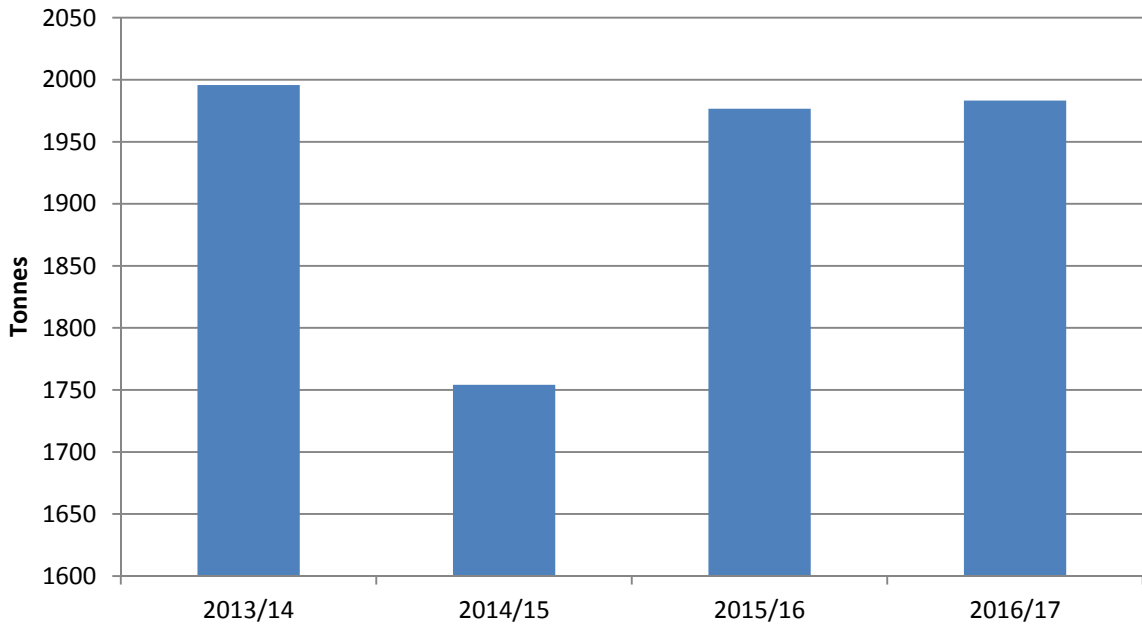
As part of our local government week activities students from a number of schools become involved in waste and recycling with Council opening the landfill site and recycling centre to educate the children further on environmental initiatives.

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.

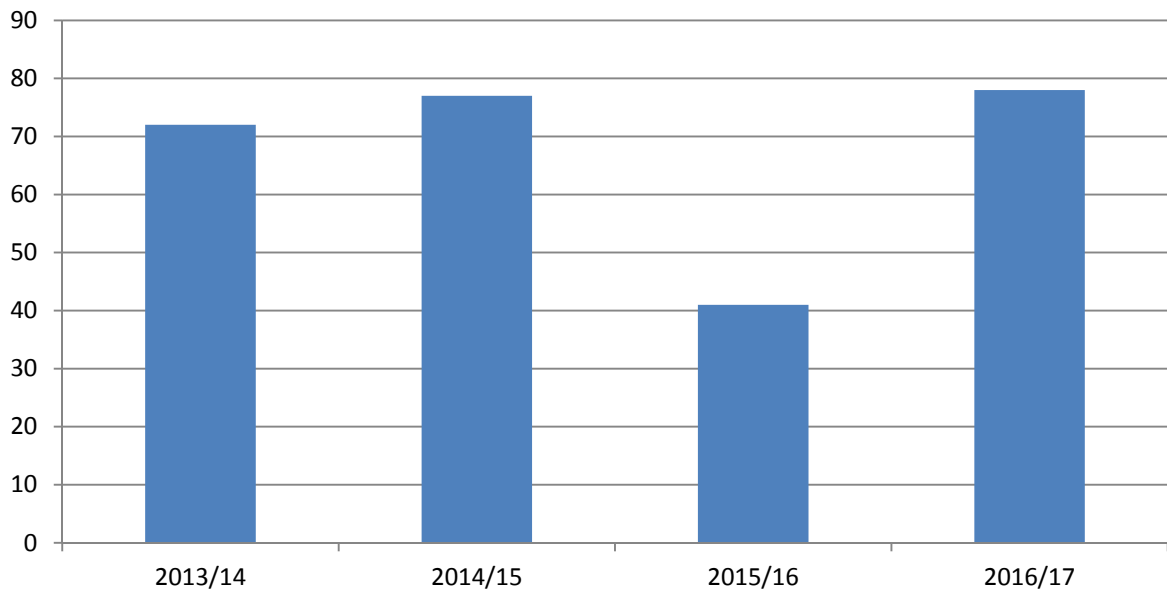
Council also commenced proceedings in relation to the Watkins dairy farm, the outcomes of this action have been positive for both the community and the environment with Local Land Services assisting the dairy with the construction of travelling stock lanes within the property thereby limiting the impact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



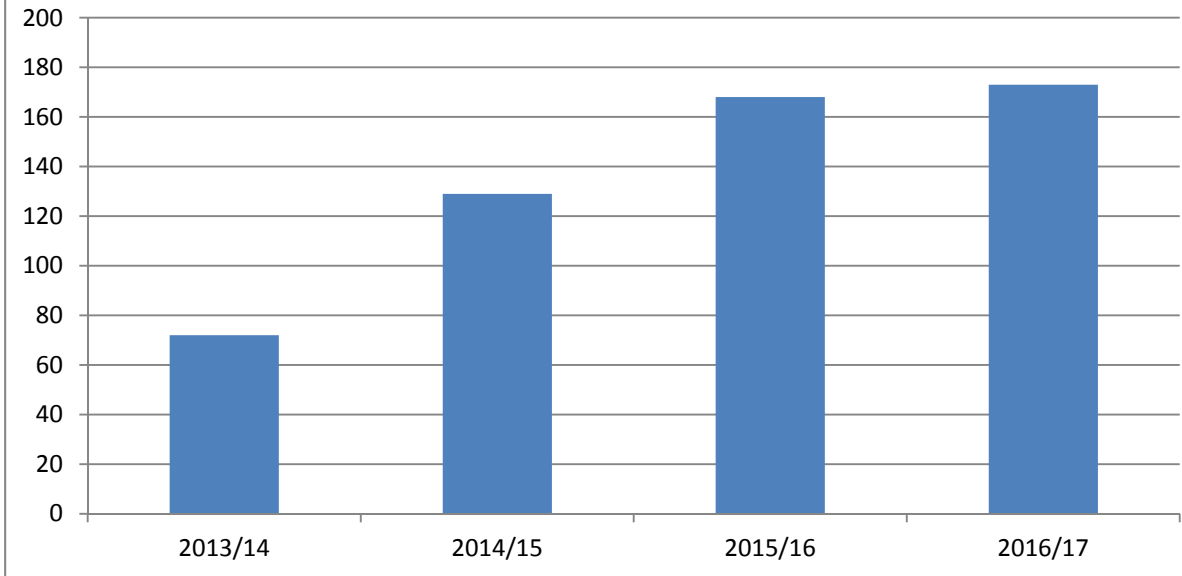
### Waste Diverted Annually



### No. of DA's received for Environmental Conditions



## No. of Septic Property Inspections



# Local Economy

**Long Term Goal:** Our economy is strong, innovative and sustainable providing diverse employment opportunities and ease of access to goods and services.

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
1.1	Telecommunications	Level of community satisfaction from surveys	Major issue is still mobile blackspots within the Shire, Council has made three written submissions to Inquiries and also made representations to the Federal member.				
1.2	Ongoing upgrade of MR 301	Delivery of works by June 2015	Not achieved due to storm damage, completed by Dec 2015				
1.3	Rail Services to Dungog / work with appropriate groups for retention of direct rail services.	Effective representation is made	Continuing dialogue in relation to rail transport				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
2.1	Work with Dungog Shire Chamber of Commerce on programs	Grant funding received	\$5K	0	0	\$15K	\$65K
2.2	Economic Diversification - upper Hunter economic diversification taskforce	Attendance at meetings	3	8	5	6	6
2.3	Business referral advisory service	No. of referrals	3	4	4	5	3
2.4	New Business Start-up & Relationship with key agencies	No. of referrals			4	5	2
		No. of meetings			1	4	1

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
3.1	Industry attraction	No. of small industry start-ups in the Shire	2	4	4	5	1
3.2	Dungog Adult education initiative	Attendance at meetings of advisory Council	3	0	0	0	0
3.3	Alternative Energy - maintain relationship with renewable energies office	Briefings attended	Alternative energy office in Scone closed no regional liaison meetings held over period				
3.4	Country Week	Investigate potential and report	Council has attended Country week 2014, 2015, 2016 and 2017.				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
4.1	Dungog Shire Promotion	Availability of current materials	✓	✓	✓	✓	✓
4.2	Destination marketing	New brand & identity explored by 2014	Redevelopment of visitdungog website complete.				
4.2.2	Review tourism strategies and analysis	Any changes acknowledged	x	x	✓	✓	✓
4.2.3	Review existing strategies and town and village plans	Link to village areas & HRTO plans	No significant work in this area undertaken.				
4.2.4	Review & improve Councils web based tourism information regarding Dungog Shire	Access to accurate & comprehensive web based information	x	x	Visitdungog website under review, process driven by Destinations NSW.		✓

**Strategy 5:** Identify and develop local tourism opportunities

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
5.1	Work with existing, new and proposed businesses to develop new tourism product	No. of visitors to the Shire		Est 187K	Est 204K	No data as yet	No data as yet
5.2	Events Register	Quarterly calendar produced	✓	✓	✓	✓	✓
5.4	Land Use Planning-opportunities for tourism	Development of DCP or policy	Related to Planning Dep't Shire-wide DCP				
5.5	Events policy	Policy developed by 2015			x	x	x

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
6.1	Encourage a greater focus on local food production & sales	No. of businesses involved in the Hunter Food network			2	0	0
6.2	Local Business development	No. of programmes & incentives	1	1	1	1	1

**7. OTHER COUNCIL PROGRAMS AND ACTIVITIES SUPPORTING OUR LOCAL ECONOMY**

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
7.1	Visitors Information Centre - Financial support	Budget approved	✓	✓	✓	✓	✓
7.2	Real Estate Development	Melbee Stage completed and released to market	Released to market final contract executed June 2016. Next stage pending.				
7.3	Dungog Chamber of Commerce support for projects	Attendance at meetings	4	7	3	6	8
7.4	Local area promotion - media presence	Presence on radio, local & other regional media	✓	✓	✓	✓	✓
7.5	Barrington Tops tourism promotion	Projects in partnership with Gloucester	1	2	2	2	3
7.6	Screen Hunter	No. of enquiries	5	6	1	5	3
		No. of film activities	1	4	0	3	2
7.7	Tourism Hunter	No. of meetings attended	0	4	0	0	0
7.8	Regional Development Australia	Information supplied as required	✓	✓	✓	✓	✓
7.9	Business liaison development of tourism & business e-bulletins	No. of e-bulletins produced	Information provided to Chamber of Commerce and included in their promotions.				

**Commentary:**

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 being 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 as 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.

# Community and Culture

**Long Term Goal:** We enjoy a safe supportive community characterised by vibrant cultural life and a strong sense of local heritage.

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE					
			12/13	13/14	14/15	15/16	16/17	
1.1	New residents pack	Regular review & website link	x	Available in hard copy as includes pink pages. Not fully available on website.				
1.2	Meet the mayor program	Program held No. of people attending	✓	x	✓	x	x	

**Strategy 2:** Create options for community participation through volunteerism.

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
2.1	Ongoing links and networks to existing community groups	Participation and feedback from groups	✓	✓	x	✓	✓
2.2	Volunteer resource centre	Volunteer participation rates increase	x	x	x	✓	x
2.3	Volunteer training - seek funding to develop a volunteer WHS program	Attendance at meetings	x	x	x	x	x
2.4	Sec 355 Committee pack	Information package disseminated to committees	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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
3.1	Establish email networks to inform, gather appropriate information	Responses, attendance levels	✓	✓	x	✓	✓
3.2	Establish network trees	Network trees established by 2014	x	x	x	x	x

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
4.1	Partnering with existing organisations to run youth programmes	Programs held, youth numbers	✓	✓	x	✓	✓
4.2	Establish stronger links to existing organisations	links/initiatives developed	✓	✓	x	✓	✓

**Strategy 5:** Foster the cohesiveness of local community groups

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
5.1	Working with local community groups to promote partnerships	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 established	Sports Council established and operational	Initial meeting resulted in only two organisations in attendance.				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
6.1	Dungog Shire Youth Art Exhibition	No. of entries received	133	N/A	60	N/A	N/A
6.2	Work in partnership with existing cultural groups & creative industries to maintain, expand and establish cultural opportunities within the Shire	Ongoing partnerships with successful outcomes	✓	✓	✓	✓	✓
6.3	Development of a Dungog Shire Cultural Plan	Funding secured, cultural plan developed	No funding secured				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
7.1	Grant handbook developed and information sessions held	Attendance and support at event	Grant handbook developed, following initial workshops officer now works with separate organisations				
7.2	Network alerts	Information distributed	✓	✓	✓	✓	✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
8.1	Regular meetings to ensure services available locally	Services maintained and improved	Ongoing dialogue with NGO's across the Shire.				
8.2	Regular reviews/inspections of Council facilities	General improvement in facilities	Inspections undertaken with improvements made within budget limitations.				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
9.1	Dungog Shire health Forum held bi-monthly	Meetings held	✓	✓	✓	✓	✓
9.2	Dungog Shire Access Committee	Meetings held	✓	✓	✗	✓	✗
9.3	Provision of cemetery services	No. of Burials	25	33	30	42	17
		No. of Complaints		9	10	4	2
9.4	Food safety	No. of Inspections		50	43	62	57
		No. of complaints		8	2	1	9
9.5	Communication/Education	No. of retailer information sessions and programs	1	0	0	0	0
9.6	Regional programs for food safety	No. of regional programs implemented.	0	0	0	0	0
		No. of regional meetings attended	4	3	4	3	3
9.7	Regional Partnerships - provision of food inspections for other Councils	No. of Programs	1	Gloucester secured own Enviro officer program not continued.			
9.8	Health & beauty premises	Premises inspected		5	2	2	1
		No. of complaints		0	0	0	0
9.11	Administer Companion animals program	No. of complaints		56	142	89	145
		No of penalties issued		29	16	19	14
		No of animals euthanased		2	5	1	3
		No. of animals impounded		41	28	27	25
9.12	Provision of ranger services	No. of offences		5	7	10	27
		No. of Notices/penalties issued		2	9	2	6
		No. of complaints		42	68	45	29
9.13	Stock Impounding	No. of complaints.		8	32	17	12
		No. of stock impounded		0	0	0	0
9.14	Vehicle Impounding	No. of vehicles impounded No. of complaints	Over the past 5 years there has been 23 reports of abandoned vehicles which has resulted in 11 vehicles being impounded.				

**Continued**

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
9.15	Approval of activities under Sec 68	No. of applications		50	60	59	66
		No. of approvals		50	60	59	66
9.16	Swimming Pools & Spas safety barrier inspection program	No. of inspections carried out.		53	82	93	109
		Certificates of Compliance issued		0	35	56	58
9.17	Public Swimming Pools and spas - compliance with Public Health Act	No of premises registered	24	24	24	24	24
was 9.17 now 9.19	Upgrade cemetery records	Records maintained on electronic database				✓ GIS under way	
was 9.18 now 9.20	Develop new food inspection policy and resource information kits	New policy and resources completed	Policy reviewed 2015/16, resource kits updated				
9.21	Develop new health inspection policy	New policy and resources completed	Policy reviewed 2015/16, resource kits updated				
9.22	Review companion animals Plan	Review completed by 2017				x	x
9.22	Stock impounding - provision of standard operating procedure	SOP's developed, No. of staff trained				x	x
9.23	Clarence Town septic systems	No. of septic converted for stormwater use				Nil	Nil
9.24	Sec 68 approvals policy developed	Policy developed 2013-2016	Not progressed in view of other priorities				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
10.1	Grant evening & handbook	No. of attendees	15	N/A	Met with groups individually		
10.2	Work with existing organisations in securing funding for the development of their organisations	No. of successful grant applications	6	1	0	3	1

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
11.1	Dungog Events Inc	Continue to provide support & attend meetings	✓	✓	✓	✓	✓
11.2	Arts Upper Hunter	Meetings attended by Council delegate	✓	✓	✓	✓	✓
11.3	Australia Day	Event conducted	Yes	Yes	Yes	Yes	Yes
		No. of nominees	9	7	10	19	19
11.4	Community events	No. of events conducted	9	7	4	5	11

### Commentary:

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 and 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 five years to undertake improvements at community facilities, we have witnessed the Clarence Town School of Arts Management Committee celebrate a major milestone with the 100<sup>th</sup> 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 are 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.

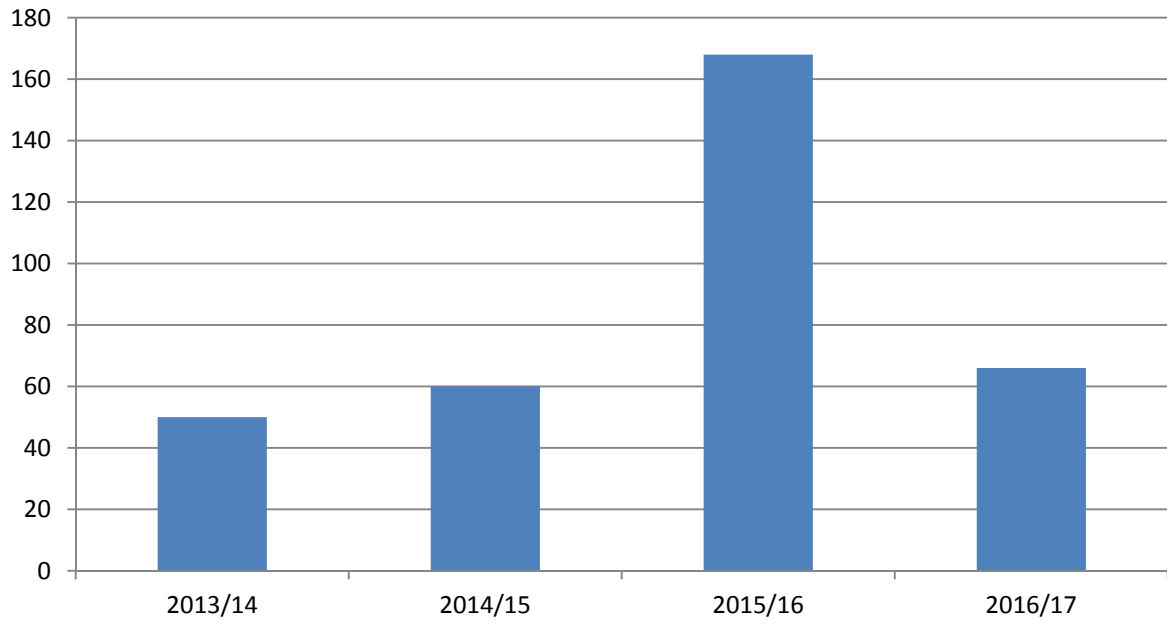
The implementation of the swimming pools inspection legislation has added to the workload of Council officers, Councils environmental compliance officer has undertaken 228 inspections since the legislative provisions came into effect.

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.

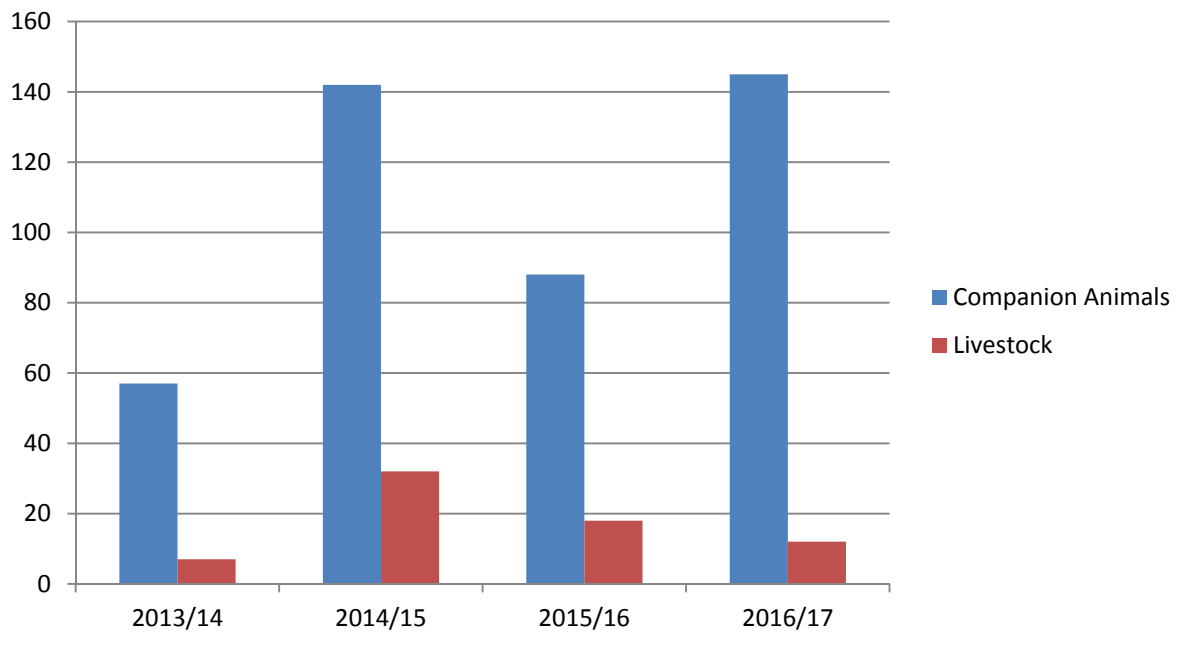
In recent years staff had expressed concern as regards the level of community participation in the Australia Day Awards, a new approach was initiated for the 2016 Awards with the appointment of a committee comprising both Councillors and community representatives. In comparison with previous events the 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.

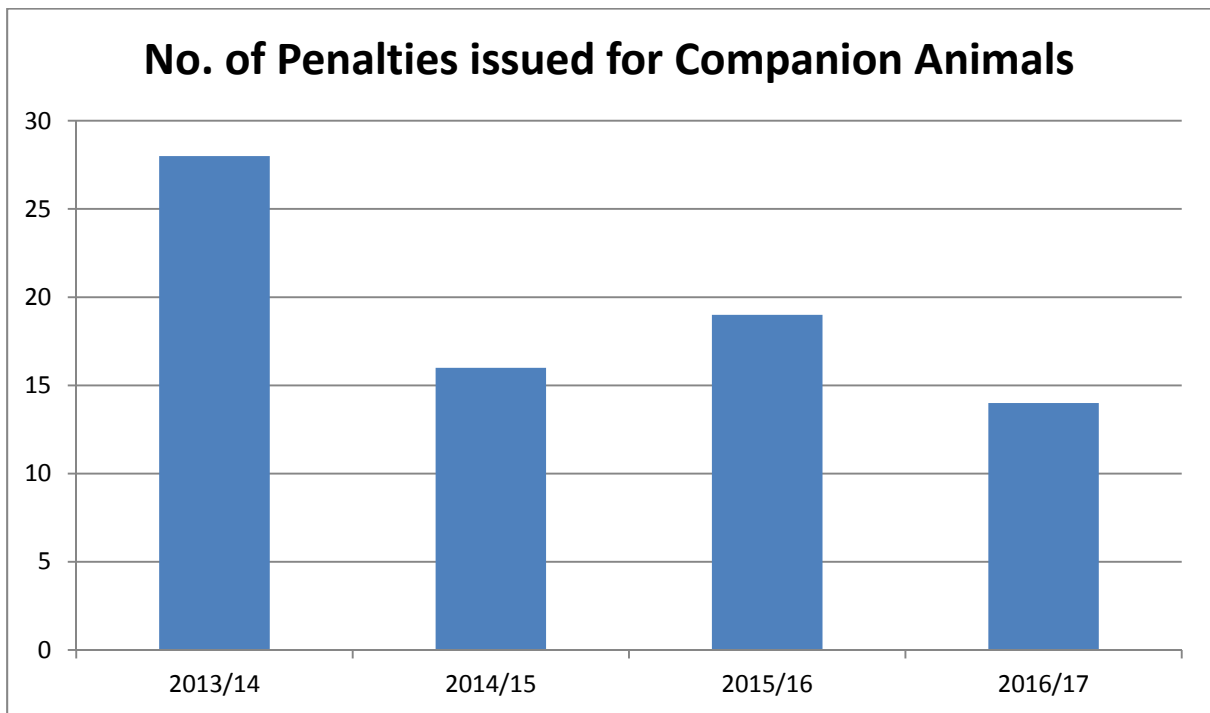
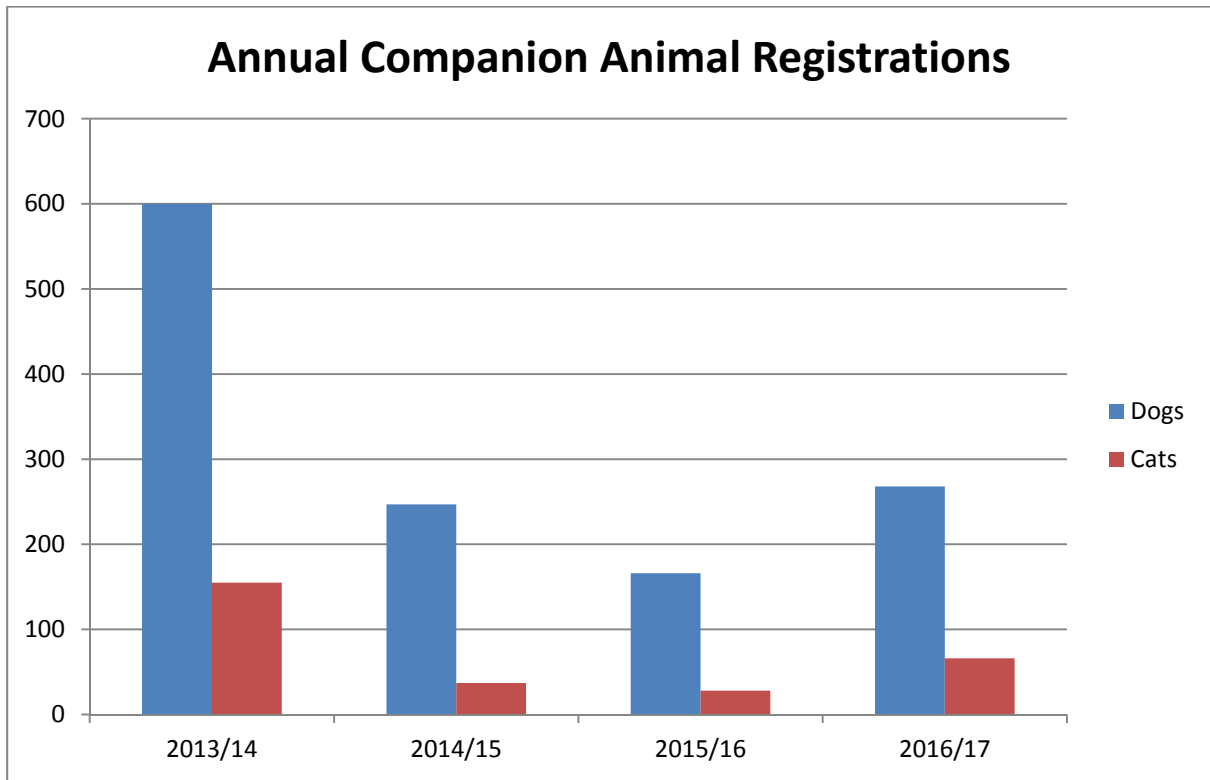
### No. of New OSM Systems Approved by Year

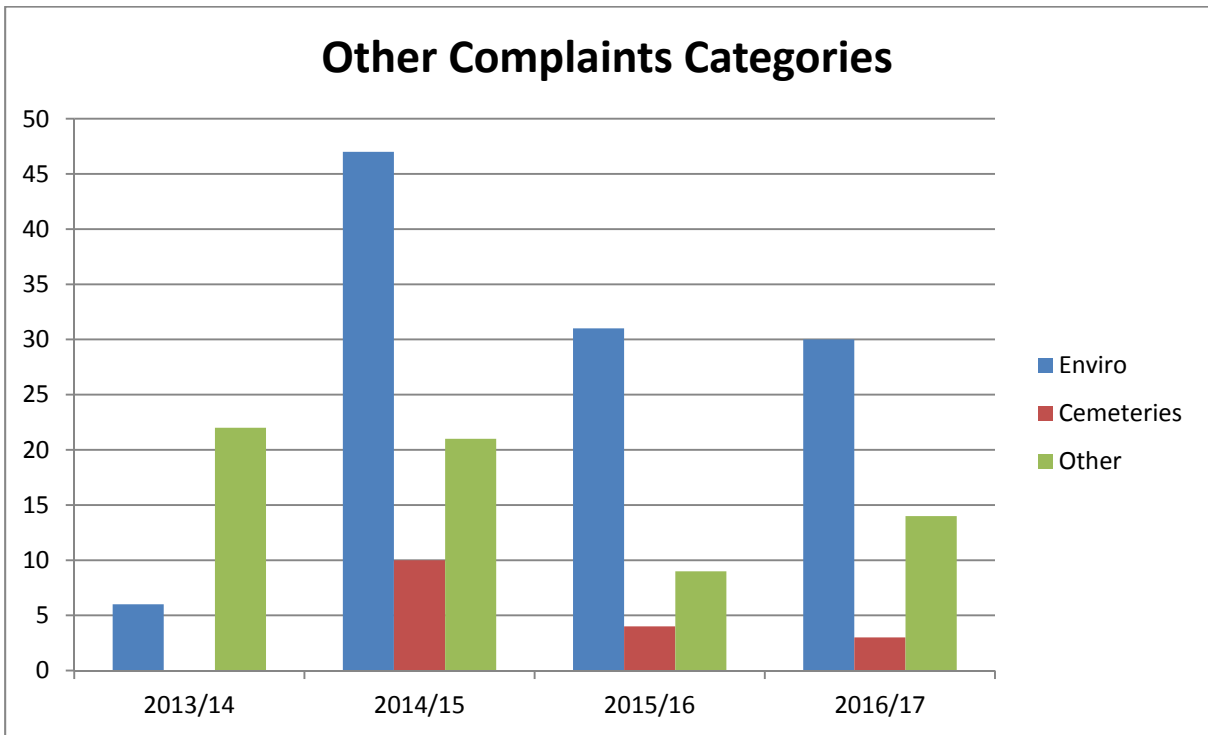
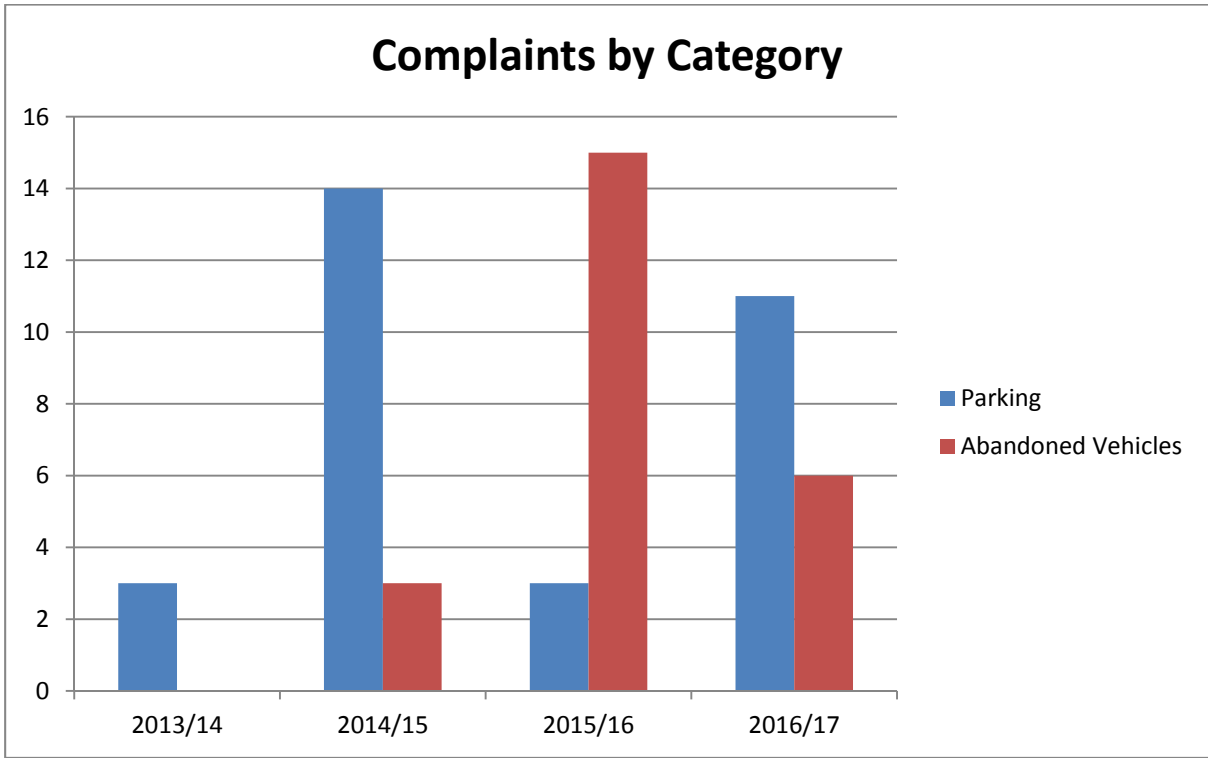


### Annual Animal Complaints by Category

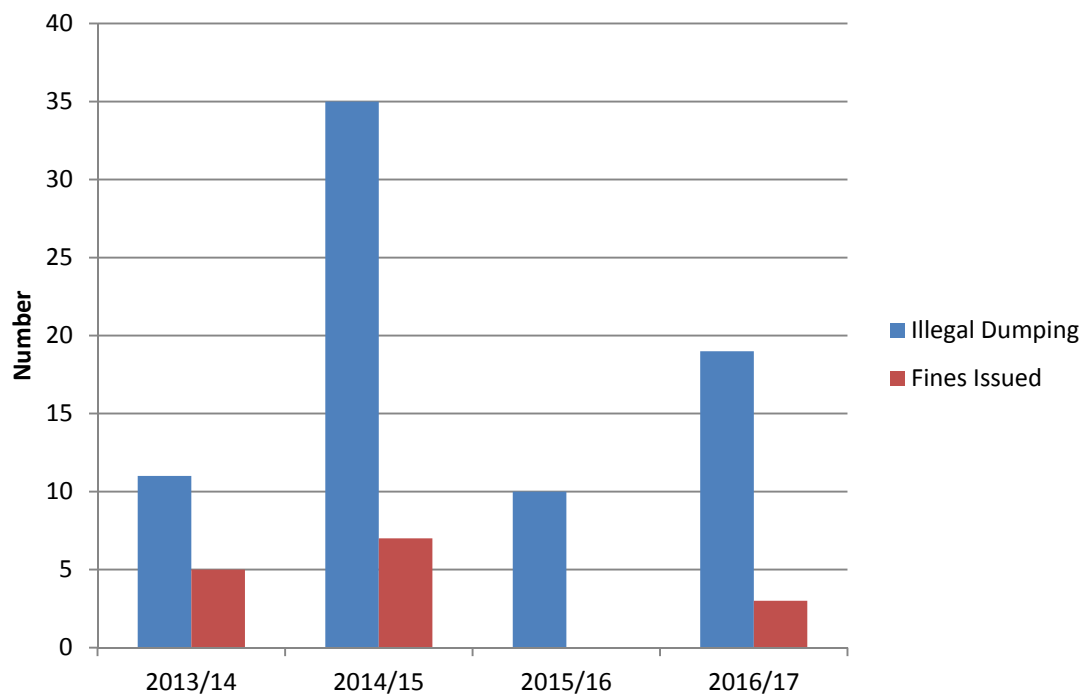








## Illegal Dumping Reports and Fines Issued



# Rural and Urban Development

**Long Term Goal:** Growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
1.1	Land use Planning	Adoption of Councils standard instrument LEP	Gazetted June 2014				
1.2	Land Use Strategy	Options paper developed 2014-2015	Options paper provided in October 2014 to stakeholders. Brief with NSW Planning has been delayed pending merger outcomes.				
1.3	Urban consolidation & expansion	5 year review of Dungog SILEP 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.

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
2.2	Consolidate and grow existing urban centres within the Shire	Stability and/or increase in population numbers and housing stock within the towns & villages	Growth in villages through "in-fill" development and new large lot residential development on the periphery.				
2.3	Strategic Planning	Preparation of draft rural land use plan 2014-2015			x	x	x
2.4	To facilitate aesthetically pleasing and environmentally sustainable development	Adoption of urban design chapter which is consistent with SILEP	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.

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
3.1	Land development - promote availability of Council owned industrial land	No. of lots sold	Not actively promoted enquiries limited over the period.				
3.2	Land use planning - system to monitor the uptake of existing commercial and industrial land	Maintain monitoring system	Manual system continues to be utilised				
3.3	Develop an understanding of the availability and suitability of commercial and industrial sites within the Shire	Additional areas identified and earmarked for future use	No studies undertaken				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
4.1	Improvement in Councils policy framework to enable delivery of high quality development outcomes	Adoption of a revised DCP, consistent with SILEP & 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	New development does not compromise agricultural viability	No significant reduction in agricultural capability of rural land.				
		Increase the number of DA's processed within 40 days	✓	✓	✓	✓	✓
4.3	Facilitation of environmentally sensitive tourism development	Tourism chapter of DCP developed in consultation with community and local businesses	Has not been commenced in view of other priorities.				
4.4	Policy development - which identifies and acknowledges local areas of scenic significance	Scenic preservation policy developed	Additional mapping and study needs to occur. Will become part of the brief for rural lands strategy.				
4.5	Upgrade of information systems	Councils mapping layers enhance	Some additional layers installed as a consequence of HCCREMS and flood data.				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
5.1	Identification and preservation of heritage items within Dungog LGA	Adoption of a revised heritage strategy	Strategy adopted. Amending LEP in process of gazettal to reflect study outcomes.				
5.2	Local Heritage fund	No. Projects completed that preserve & enhance heritage buildings and places	✓	✓	✓	x	x
5.3	Heritage advisory service	Increase in community numbers utilising the service	✓	✓	✓	✓	✓
5.4	Engage with local communities to identify projects and to seek funding and work cooperatively towards the beautification of local towns and villages	Works undertaken that improve the amenity of towns and villages	Both Clarence Town & Gresford have developed plans for improvement. Council not in a position to financially support, however have consulted before any works have been undertaken in area to assure not compromising their aspirations. Dowling & Brown Streets intersection in Dungog has been improved in recent works.				
5.5	Increased local heritage awareness of indigenous Australians in Dungog Shire	Greater understanding and documentation of the role of indigenous Australians in the history of 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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
6.1	Review of Sec 94 Plan	Adoption of simplified and revised S94 plan	Awaiting adopted works schedule to complete plan.				
6.2	Improve and strengthen Councils relationship with the development industry and other stakeholders	Increased usage of development advisory panel	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	Review completed and new manual adopted	Preliminary assessment undertaken, awaiting advice from Mgr Infrastructure & Assets.				
6.4	Fire safety program	Increase in the number of buildings upgraded to meet fire safety standards	Annual fire safety inspections undertaken on 10 priority venues.				
6.5	Pool safety program	Moved to Item 9.16 in Community & Culture Section	-	-	-	-	-

**Continued**

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
6.6	Update of Councils standard conditions of consent	Reviewed completed and new conditions utilised	Some additional standards added.				
6.7	Provision of 149 Certificates and property information	149 certs issued in a timely manner	✓	✓	✓	✓	✓
6.8	Maintain and increase Councils share of contestable building activities	Increase in the proportionate number of CC's and CDC's issued by Council	Council maintains a high percentage of the construction conditions and complying development conditions issued in the LGA.				
6.9	Investigation of illegal and unauthorised development.	Education program to be developed.	Ongoing community awareness through Officers interaction with the general public and dealing with property enquiries.				
		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 systems to restrain environmentally harmful illegal development	Where appropriate penalty infringement notices are continuing to be issued.				
6.10	Representation of Council in legal matters pertaining to Planning	Legal disputes are dealt with in a consistent manner	Legal advisers are adequately briefed and managed.				
		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				

**Commentary:**

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 Councils 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.

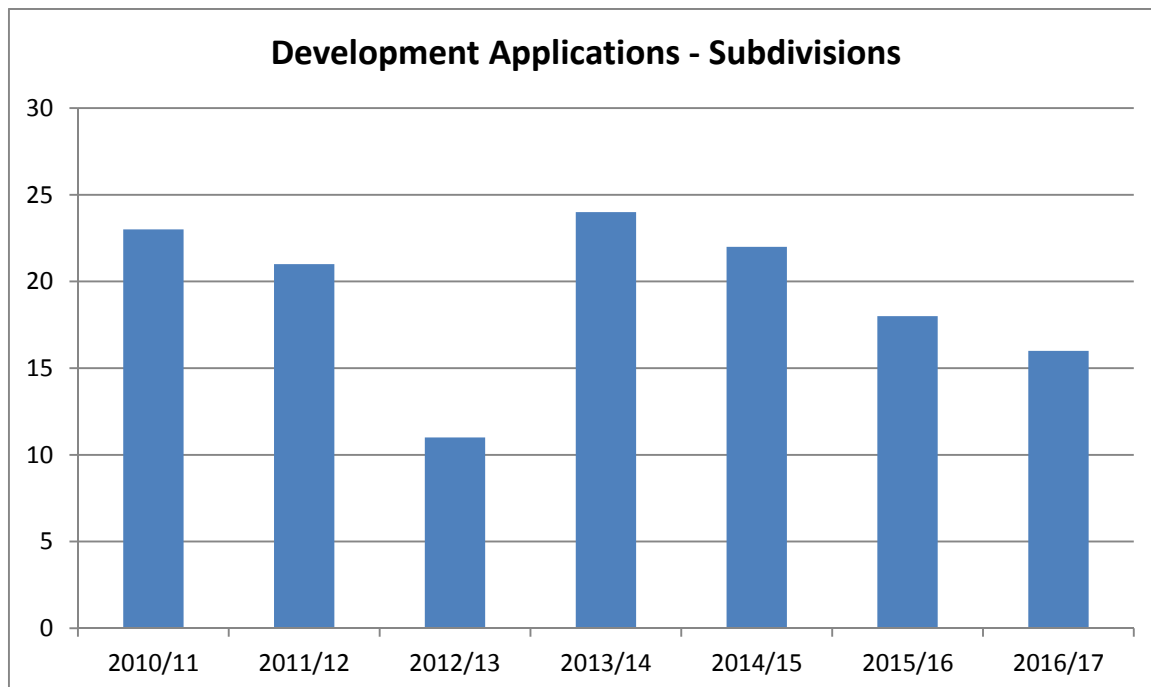
A detailed rural lands strategy needs to be undertaken and funding for this project has been received from both Hunter Water and NSW Planning, the project is currently in hiatus in view of impending mergers. It is expressed that the strategy needs to consider the long term for protection of agricultural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

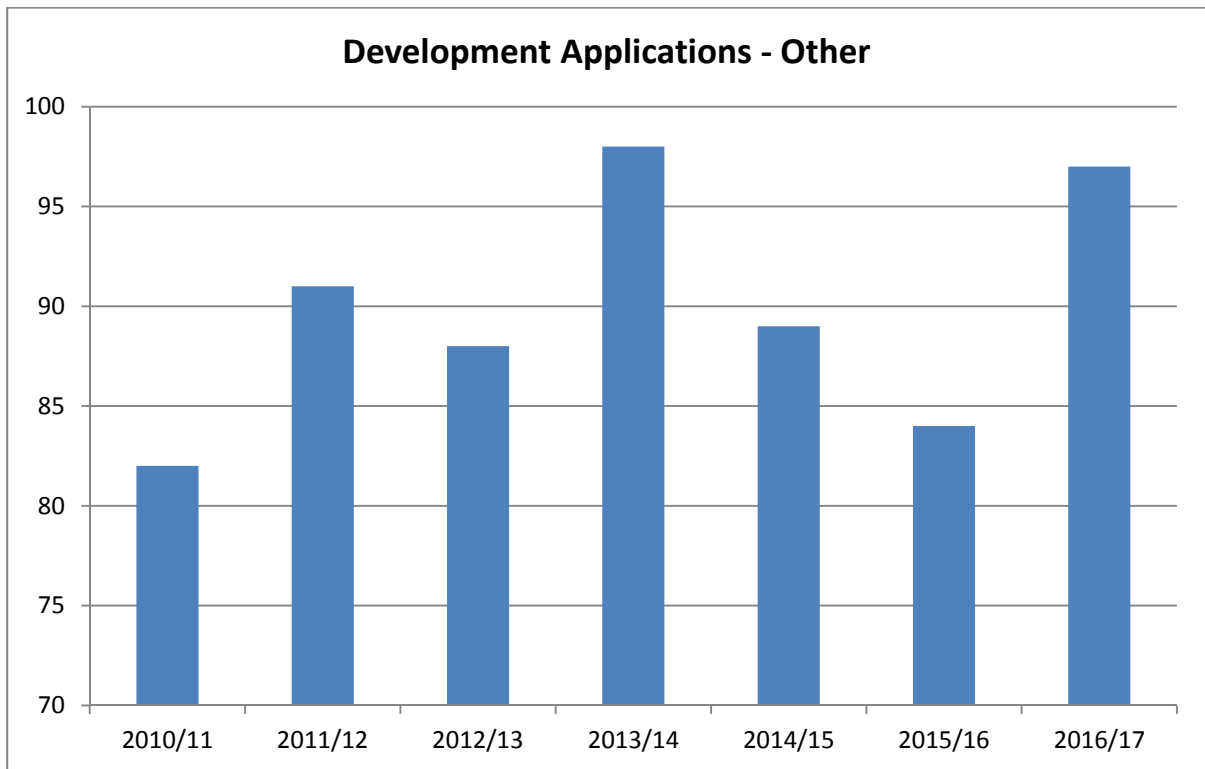
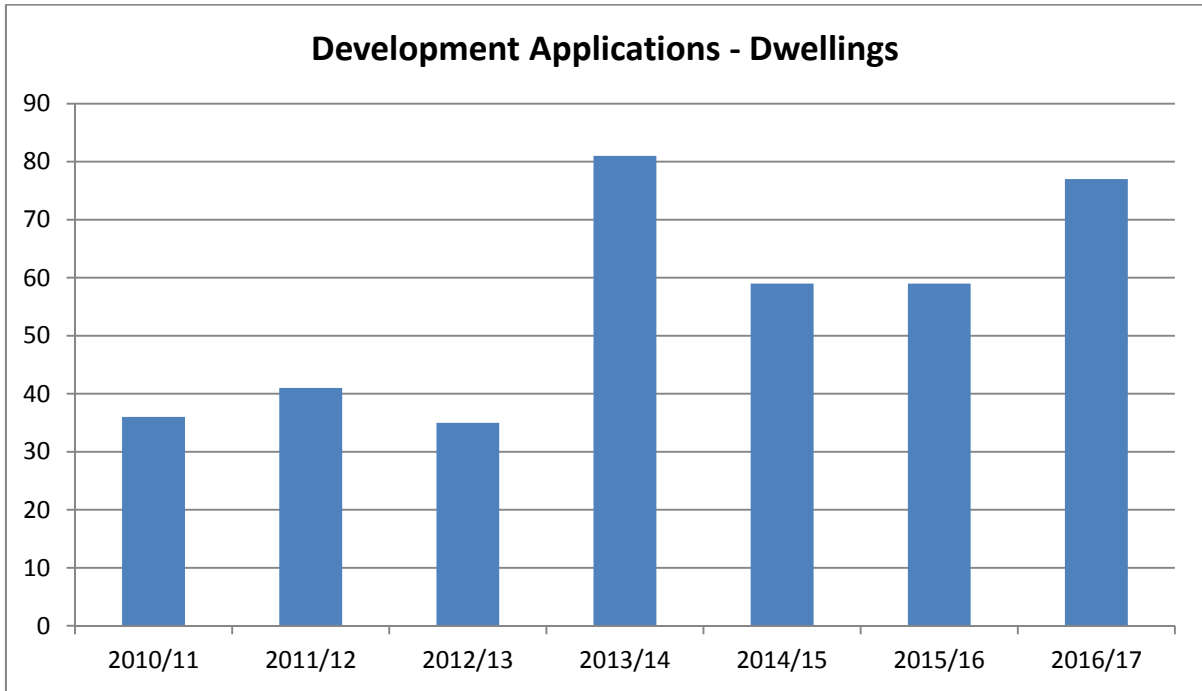
There has been limited enquiry for commercial/industrial zoned land within the Shire, Council holds a limited stock of land that is suitably zoned. The former Maxwells creek Timber Mill has been sold to a consortium involved in the development of industrial hemp products.

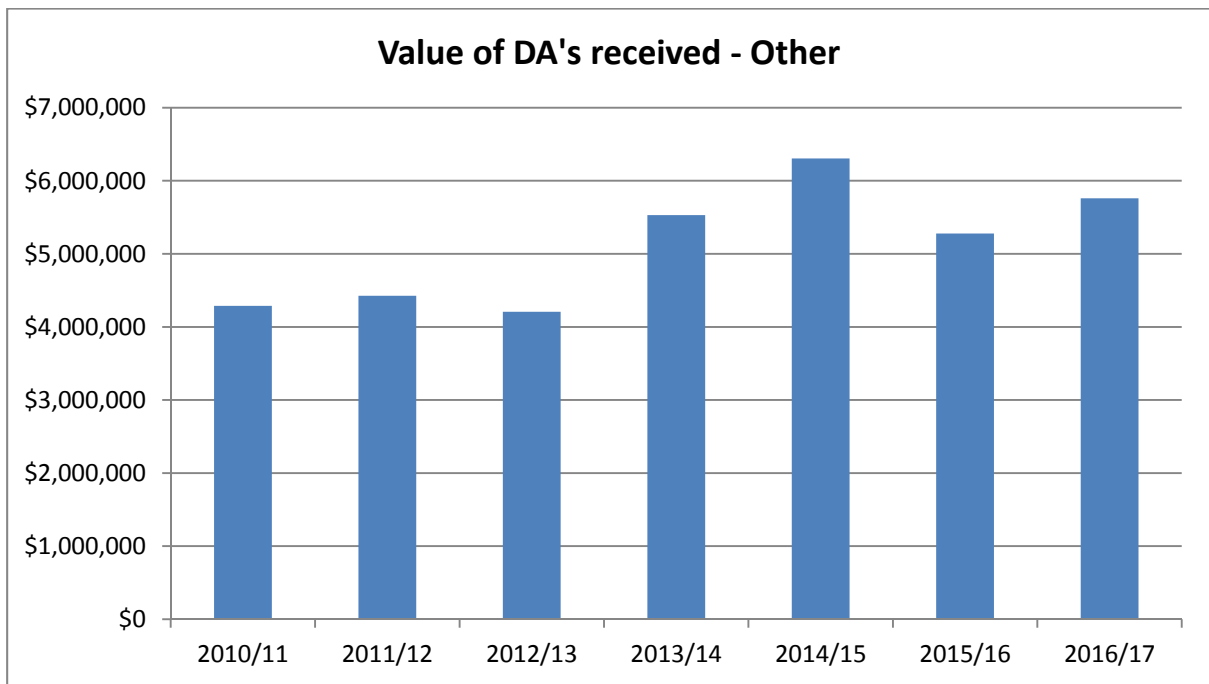
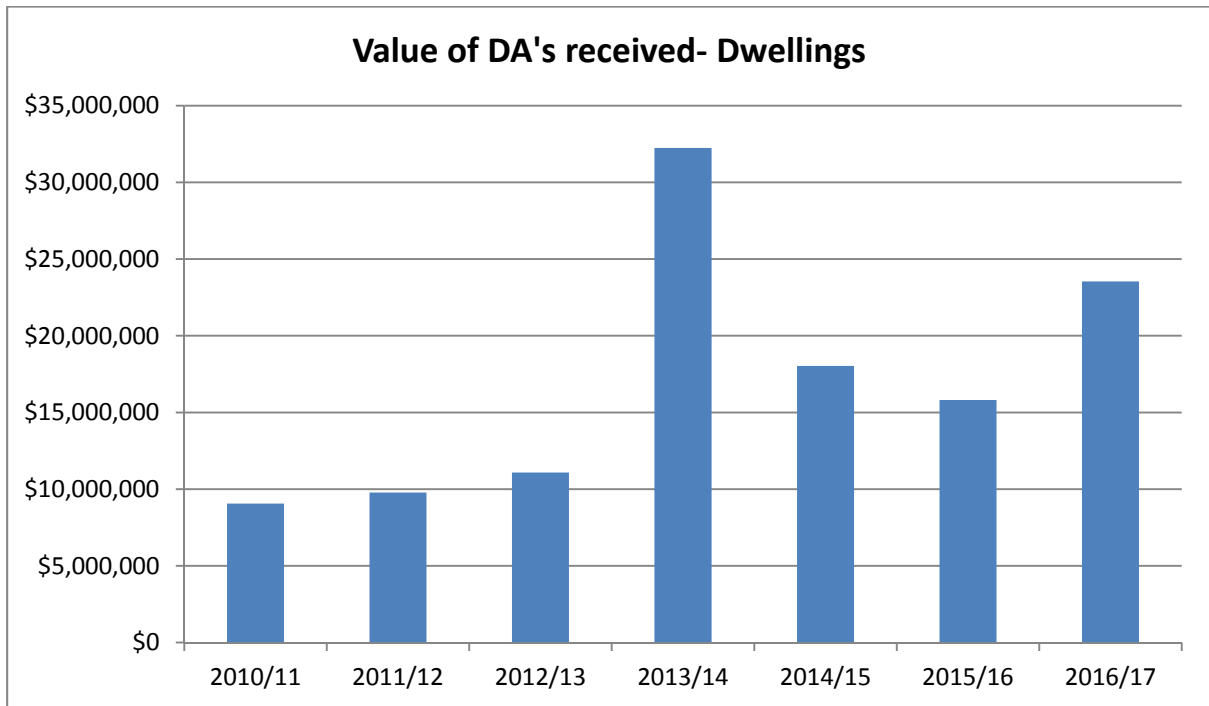
A history in three rivers Dungog Shire heritage study and thematic history was completed in August 2014 by Michael Williams, this document outlines the thematic history of the Shire and was adopted by Council in 2015. The previous heritage study was undertaken in 1988.

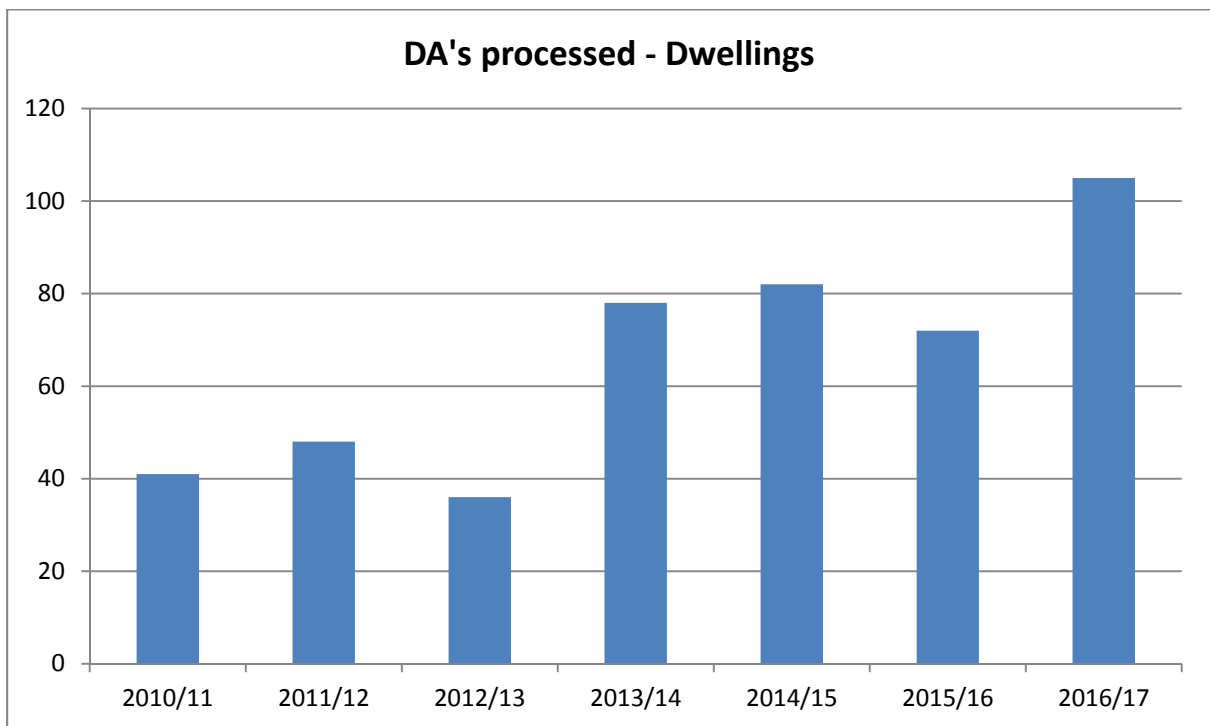
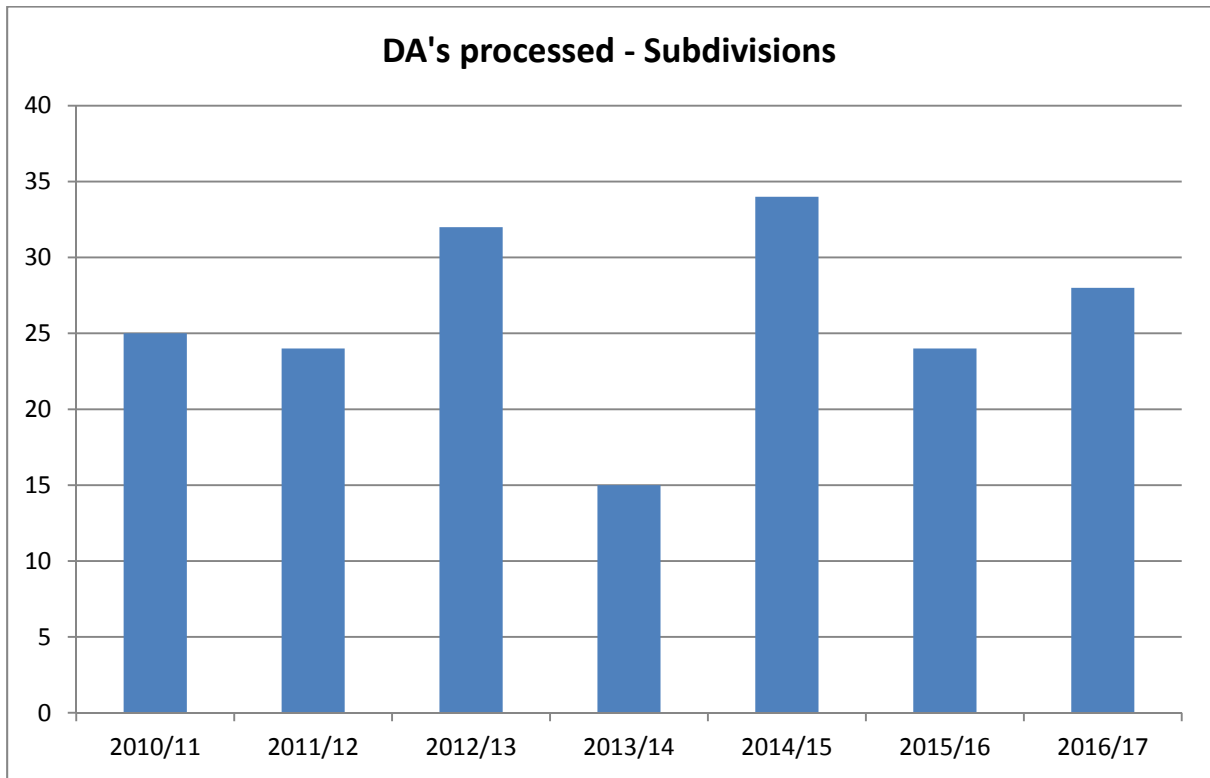
Council has continued to witness growth within the Shire, this is reflected in the level of development activity and the number of dwellings that have been approved within the LGA as reflected in the following graphs.

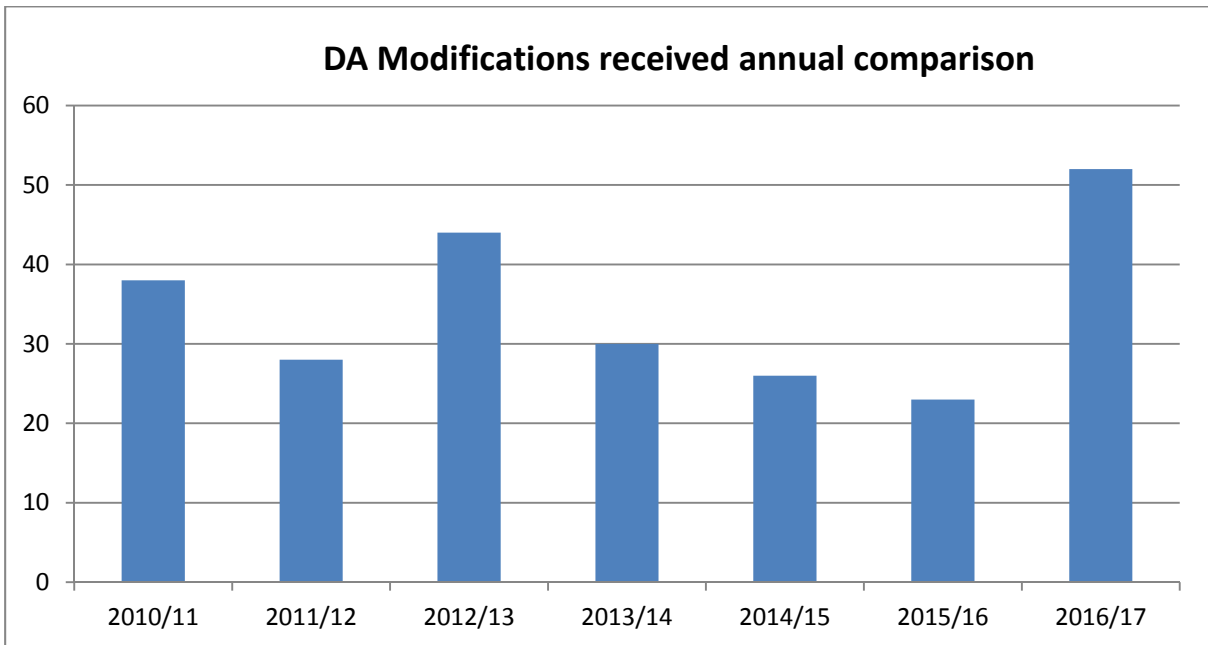
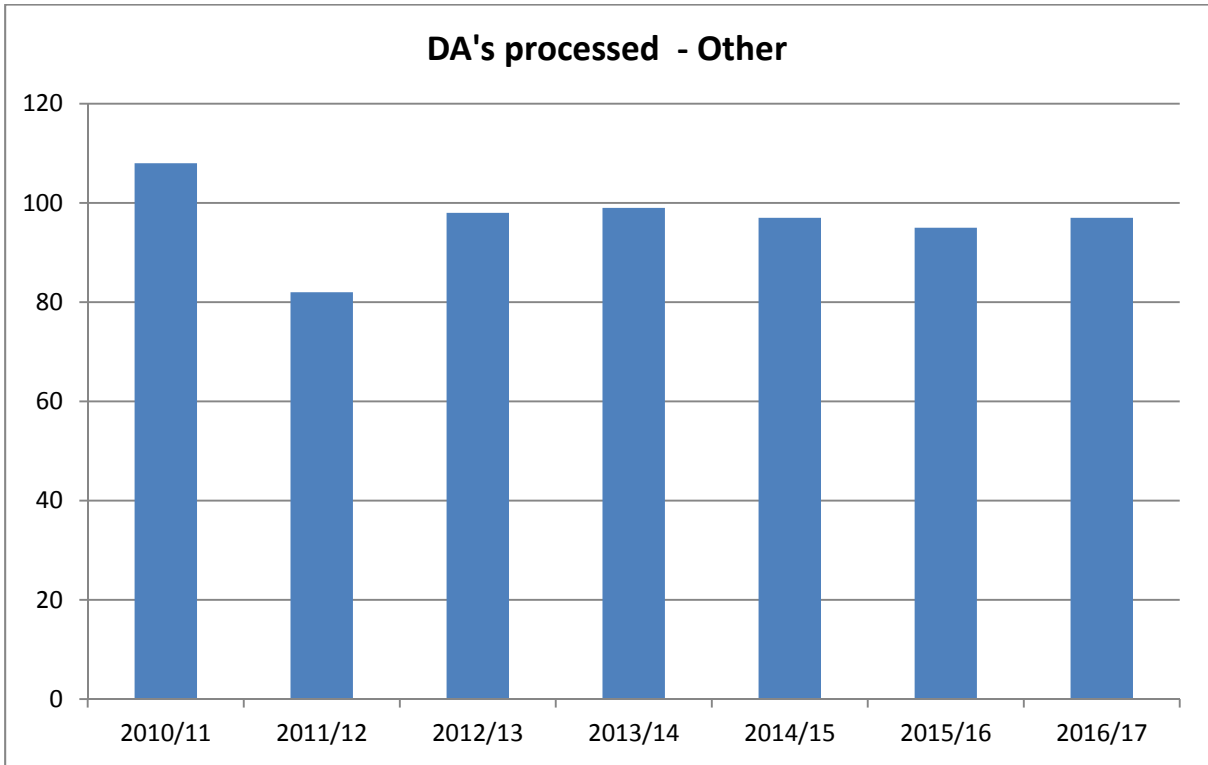


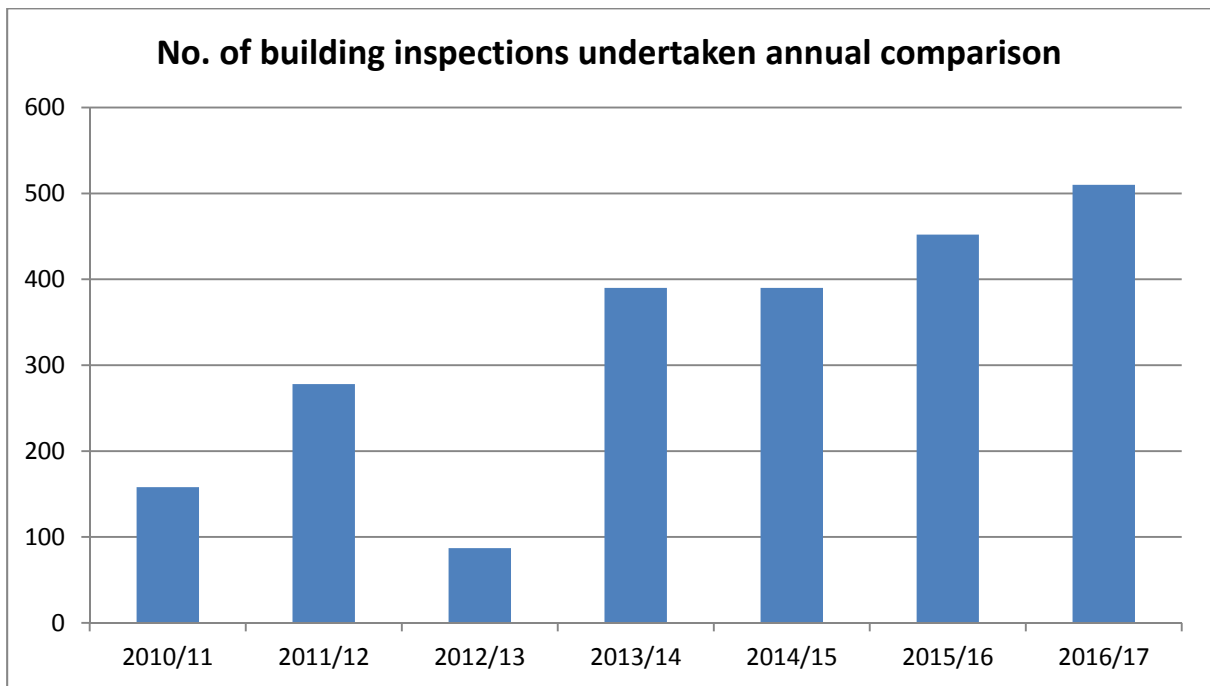
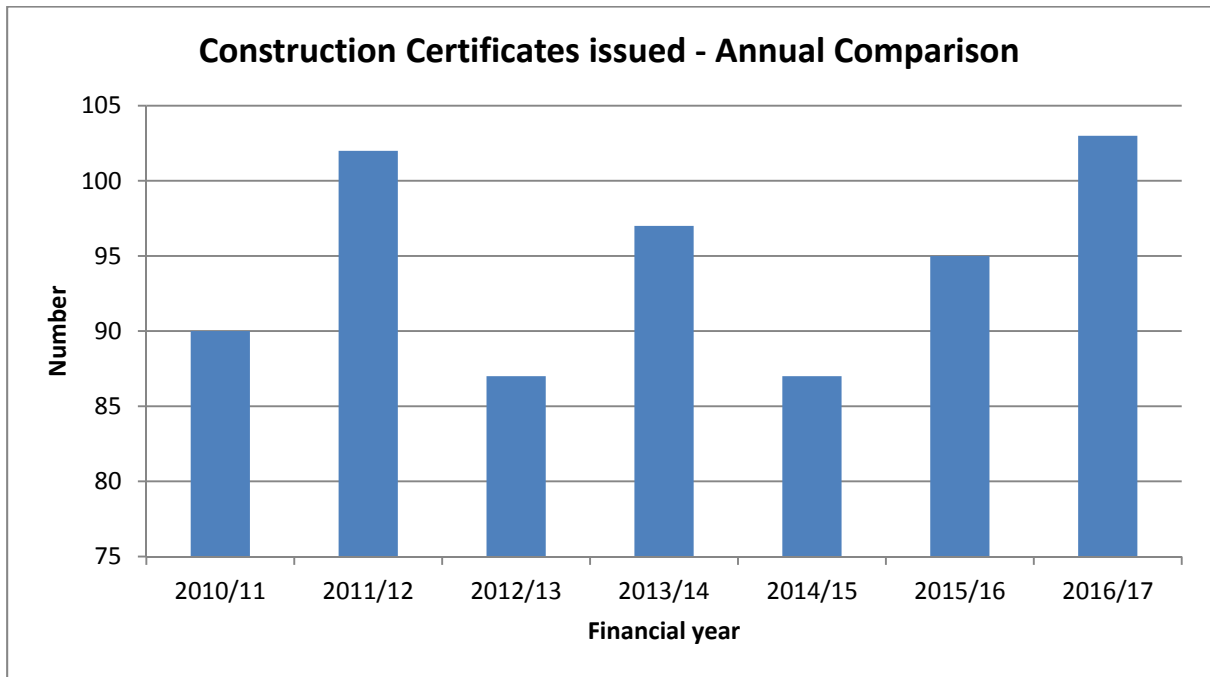


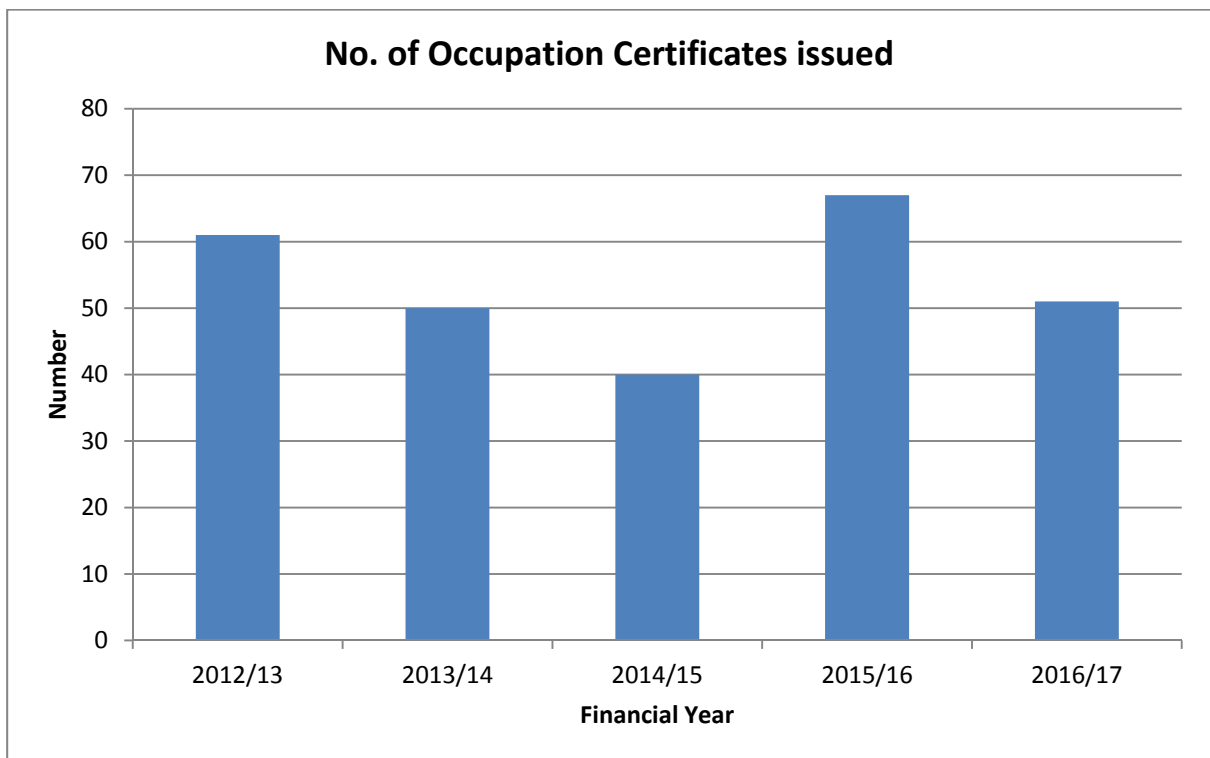
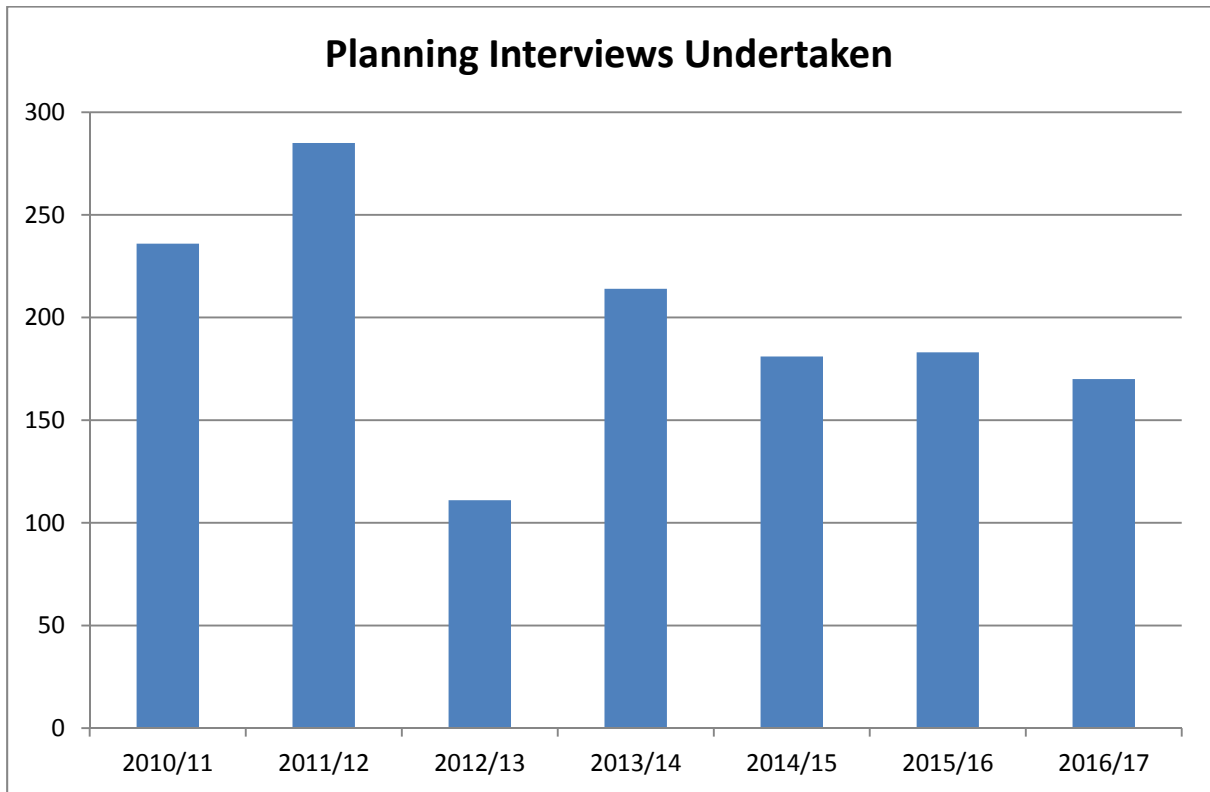












# Recreation and Open Space

**Long Term Goal:** We have access to a range of places, activities and facilities which cater for diverse sporting and recreational interests.

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
1.1	Asset management	Asset management plan is developed within budgetary constraints	Grounds being maintained to agreed standards within budgetary constraints				
1.2	Sporting Grounds	Management committees provide regular reports to Council	✓	✓	✓	✓	✓
1.3	Plans of Management	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	Plan developed that will support future demands of open space	Not undertaken due to resource constraints, will coincide with new Sec 94 plan.				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
2.1	Asset maintenance	Grounds and facilities are maintained to agreed standards	✓	✓	✓	✓	✓
2.2	Sporting diversity	Establishment of sports development days for school	N	✓	N	N	✓
2.3	Funding programs	Annual workshop held	✓	✓	x	x	x
2.4	Sport facility maintenance	Continued support from local groups and community involvement in Sec 355	✓	✓	✓	✓	✓
2.5	Equity of use	Availability of grounds to meet user requirements	✓	✓	✓	✓	✓
2.6	Pricing	Consistent framework for fees applied shire-wide	Initial workshop with Council, however staff resources have not been allocated to this project since staff departures.				
2.7	Accessibility	Report developed to guide future decision making	Not undertaken due to resource constraints with Engineering				
2.8	New Sec 94 Plan	New Plan is developed and adopted	Resourcing constraints have prevented further progress				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
3.1	Access to public lands	No. of TAC meetings attended by key agencies	2	2		1	5
3.2	Public land usage	Upgraded visitor amenities and infrastructure	1	3	0	0	0

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
4.1	Promotion of camping/caravanning	Occupancy rates & No. of visitors to Shire	9000	13498	9555	10247	9563
4.2	Tourist infrastructure	No of visitors to areas managed by NPWS & State Forests	Details not captured to accurately reflect				
4.3	Volunteer Program	No of volunteers in NPWS volunteer program	9	8	8	8	8
4.4	Playground Inspections	% of playgrounds inspected monthly	✓	✓	✓	✓	✓
4.5	Park Mowing	All parks to be mowed once a month	✓	✓	✓	✓	✓
4.6	Sporting Ground mowing	All sporting grounds to be mowed twice per month	✓	✓	✓	✓	✓
4.7	Cemeteries	All cemeteries mowed quarterly, lawn cemetery twice monthly	✓	✓	✓	✓	✓
4.8	Swimming Pools contractor management	No. of complaints received direct by Council	0	0	1	0	0
4.9	Weed eradication	Annual spray program of sporting fields undertaken	✓	✓	✓	✓	✓

#### Commentary

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 Town 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.

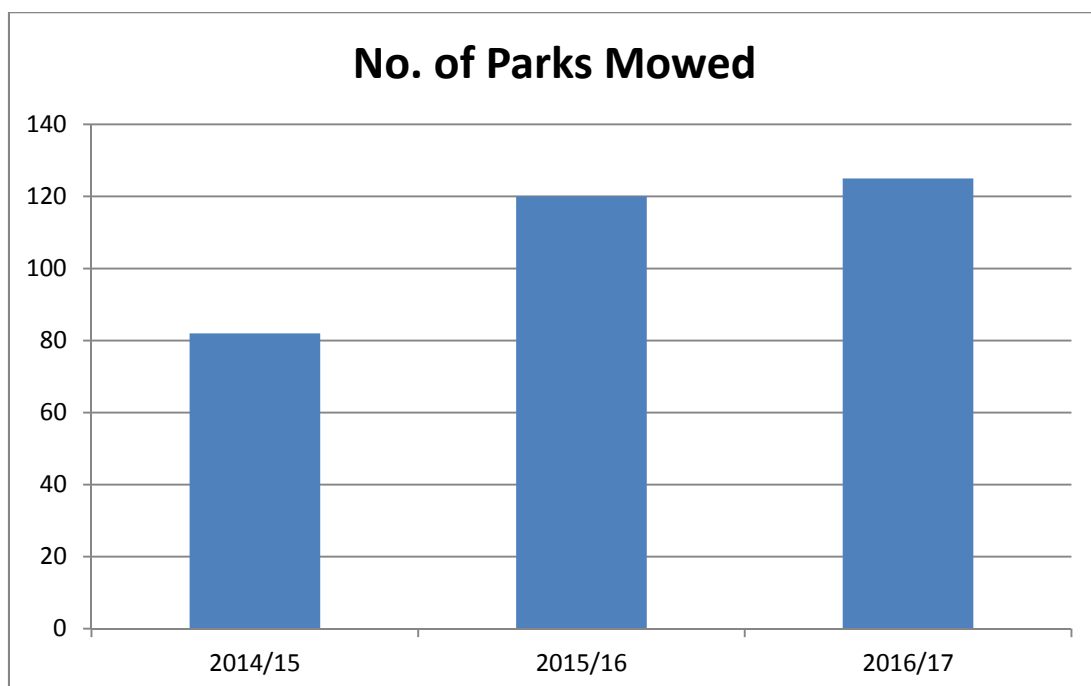


Within the State Forests and National Parks of the Shire we have witnessed upgrades to a number of amenities but the road network within is less than satisfactory. Despite large numbers of visitors to the areas for camping and holiday activities the Council has continued to raise issues around poor directional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

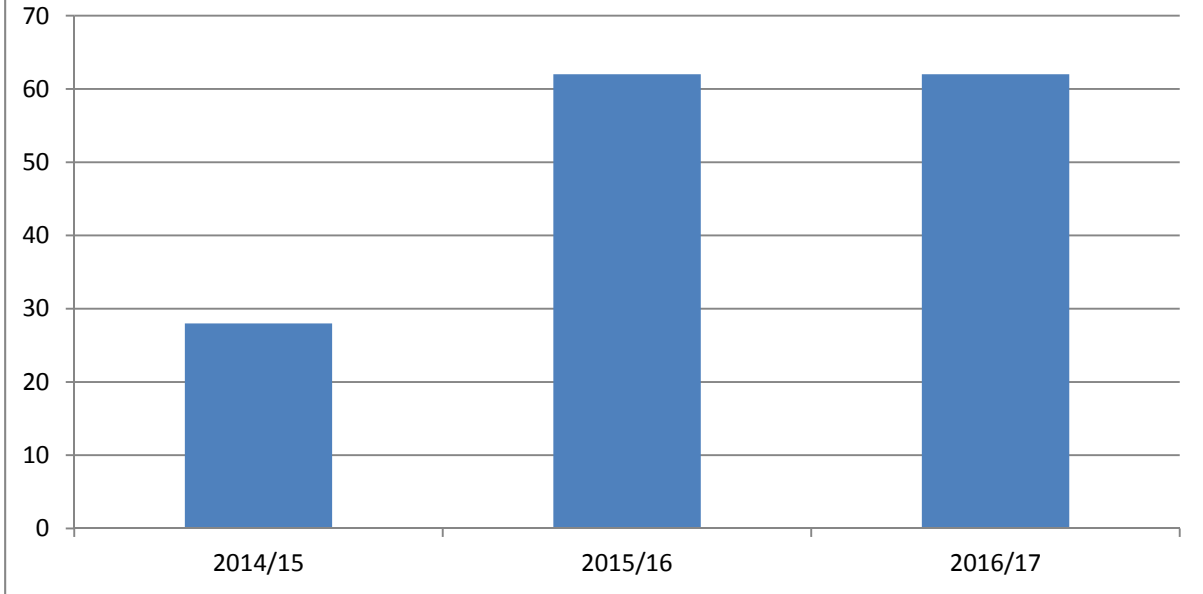
The Clarence Town Progress Association re-established the footbridge within the Clarence Town wetlands and the Green Army project commenced in May 2015 within the wetlands. The Progress Association has developed concept plans for a village green and wharf reserve project during 2015, sadly the area has 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.



## No. of Sporting Grounds Mowed



# Public Infrastructure & Services

**Long Term Goal:** Our community is supported by safe, functional, accessible and well maintained infrastructure and effective local and regional services.

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
1.1	Council advocacy	Achievement of additional funds	✓	✓	✓	✓	✓
1.2	Support ALGA roads to recovery project	Ongoing Federal commitment to funding	R2R Program continuing but Federal Gov't will not include as long term commitment. Still used for political purposes.				
1.3	Roads Asset Management Policy & Plans	Policies and Plans are reviewed	Draft policy was presented to Council. Lack of staffing resources has prevented the project from being finalised.				
1.4	Unsealed rural road network review	Network is reviewed and reported to Council	As reported above.				
1.5	Funding programs	Submission of bids for additional funding	✓	✓	✓	✓	✓
1.6	Road safety audits	%age of network reviewed	x	x	x	x	x
1.7	Road funding	Route access documents developed and priority projects are known by the Gov't.	Projects have been developed but the Route Access Strategy has not been updated. Key projects listed and lobbied to Gov't for the regional road network.				

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
2.1	Provide ongoing support to NSW Police Service through a range of networks	Attendance at community safety precinct meetings	✓	✓	✓	✓	✓
2.2	Lobbying for greater police presence in the Shire	Increased local police numbers	✓	✓	✓	✓	✓
2.3	Lobby State Gov't to ensure that local police are supported by the provision of local facilities	Improvements to residences undertaken	✓	✓	✓	✓	✓
2.4	Foster community awareness to report incidents to Crimestoppers	Local crime statistics reflect reports	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.

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
3.1	Post secondary education	No. of meetings held	3	0	0	0	0
3.2	Health services	Health forums conducted	✓	✓	✓	✓	✓
3.3	More GP services within LGA	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 awareness of the Health Services that are available within the Shire	Promotional material disseminated through the community	✓	✓	✓		✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
4.1	Rail services	General public access to rail services is retained	✓	✓	✓	✓	✓
4.2	Community transport	Funding levels to Neighbourcare are maintained	✓	✓	✓	✓	✓
4.3	Alignment of rail service timetables	Submission prepared by Council	No action undertaken due to resource priorities				
4.4	Local and Regional transport needs	A transport service strategy for the Shire is developed					

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
5.1	Asset management	asset management plans are implemented	x	x	✓	✓	✓
5.2	Asset Maintenance	No. of complaints received for community facilities	35 CRM's for public toilets predominantly as a consequence of vandalism				
5.3	Funding - explore opportunities to submit grant applications for facility upgrades	Value of Grant funding received p.a	\$49K	\$50K	\$400K	\$21K	\$450K
5.4	Review the locality and accessibility of public toilets within the Shire	Capital works program to be developed	✓	x	x	✓	✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
6.1	Emergency Services - ongoing liaison with RFS & SES	Local agencies adequately equipped	✓	✓	✓	✓	✓
6.2	Sewerage Services - continue to advocate for sewerage for the villages of Vacy, Gresford & Paterson	Recognition within the HWC long term capital works program	x	x	x	x	x
6.3	Aged accommodation - maintain Alison Court units to an acceptable standard	No. of complaints less than 5 p.a.	73 requests over five year period predominantly tenancy based requests not complaints.				
6.4	Bike Plan - review & update	Review endorsed and strategies implemented (Bike plan last reviewed 2011)	x	x	x	x	x
6.5	Caravan park	Business case presented to the community	-	-	✓	-	-
6.6	Undertake assessment of additional requirements within the LGA for self contained low maintenance accommodation	Assessment undertaken by June 2016	N/A	N/A	x	x	x
6.7	Infrastructure & Services Gap Analysis	Consultation undertaken by June 2017	x	x	x	x	x

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
7.1	Improved broadband access in the Shire	Countrytell project established	x	x	x	x	x
7.2	Improved mobile phone coverage	Increased coverage achieved	Council has lobbied throughout and made submissions to the blackspot program				
7.3	Telecommunications	Assistance provided to NBNC <sub>o</sub>	N/A	✓	✓	✓	✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
8.1	Water/Sewer	Attendance at HWC community consultation meetings	✓	✓	✓	✓	✗
8.2	Floodplain Management program	Number of stages and flood plan completed	✓	✓	-	✓	✓
8.3	Grant funding applications to OEH to carry out flood plain management studies	No of Plans funded, \$ granted	1	1	-	1	1
8.4	Unsealed road grading	%age of programme completed	70%	No data	100%	100%	100%
8.5	Rural local sealed roads shoulder grading	Minimum of 5% of length graded	3%	5.7%	3.5%	11%	10%
8.6	Rural regional roads shoulder grading	Minimum 7.5% length graded	11%	No data	4%	7.5%	4.6%
8.7	Rural local sealed roads roadside slashing	Slashed twice per annum	70%	✓	✓	✓	✓
8.8	Rural regional roads roadside slashing	Slashed three times per annum	50%	✓	✓	✓	✓
8.9	Construction and rehabilitation works	\$ annual budget expended	100%	100%	80% exp	100%	84%
8.10	Rural local sealed roads - Heavy Patching	Area of road heavy patched	800m <sup>2</sup>	2542m <sup>2</sup>	3720m <sup>2</sup>	937m <sup>2</sup>	4180m <sup>2</sup>
8.11	Regional rural roads - heavy patching	Area of road heavy patched	4300m <sup>2</sup>	4514m <sup>2</sup>	1015m <sup>2</sup>	2240m <sup>2</sup>	4360m <sup>2</sup>
8.12	Urban roads - heavy patching	Area of road heavy patched	600m <sup>2</sup>	980m <sup>2</sup>	585m <sup>2</sup>	170m <sup>2</sup>	280m <sup>2</sup>
8.13	Rural local roads - resealing	Minimum of 3% by length of rural local roads are resealed	No data	2.9%	3.7%	3.2%	4.1%
8.14	Regional roads - resealing	Minimum of 3% by length of rural regional roads are resealed	1%	1%	4.1%	3.6%	4.2%
8.15	Urban local roads - resealing	Minimum of 3% by length of urban local roads is resealed	0	0	0	1.8%	1.2%
8.16	Bridge Inspections	All bridges inspected at least once per annum	✓	✓	✓	✓	✓
8.17	Concrete footpath inspections	Dowling Street high pedestrian area every three months, rest of network once annually	✓	✓	✓	✓	✓
8.18	Public toilet inspection and cleaning	Maintenance schedule is met	✓	✓	✓	✓	✓
8.19	Street & Gutter clean	Maintenance schedule is met	✓	✓	✓	✓	✓
8.20	Signage	No. of non-compliant signs as identified through road safety audits	Road safety officer position not replaced sign replacement based upon Council staff visual assessment. 13Km of MR101 reviewed from a road audit perspective in 2016.				
8.21	Guardrail	Length of guardrail replaced	0	0	1950m	1300m	1500m

## Commentary

From the 2012/13 financial year until the end of June 2017 \$40.2 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 \$36.82Mil 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 bridges 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 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 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.

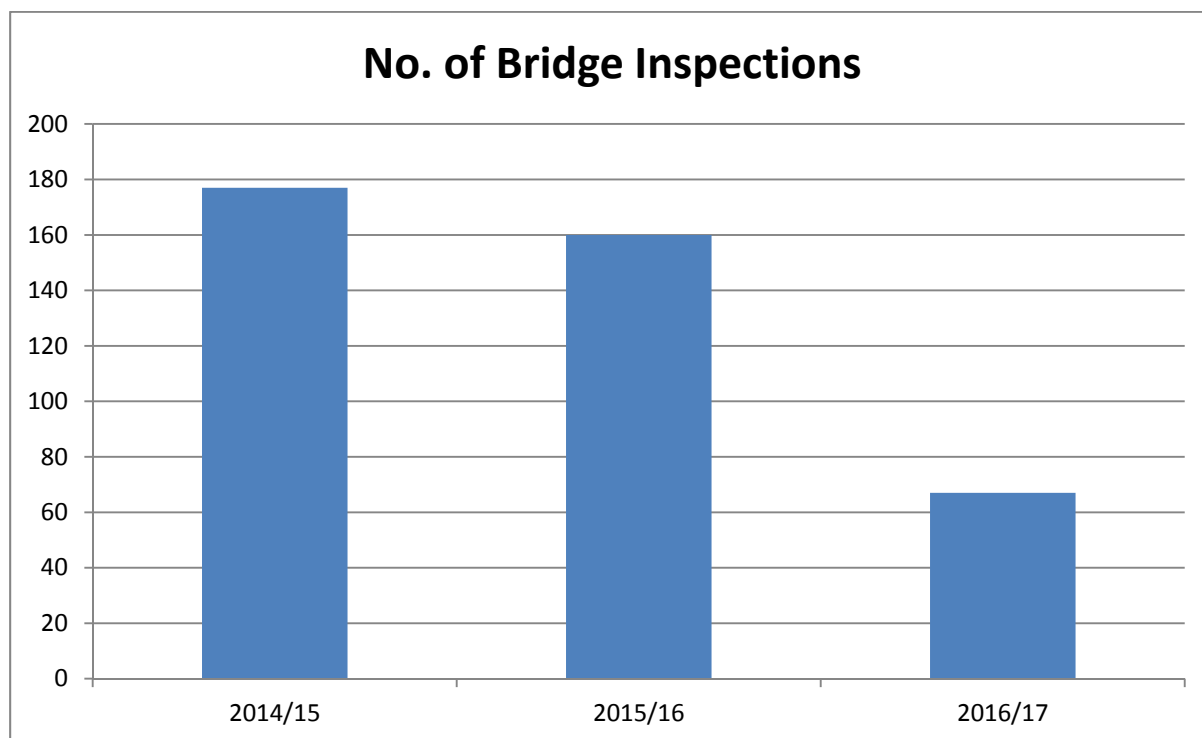
During this term of Council the asset management plans were developed and are under review by Council officers as their information is regularly being updated. What has been identified is the level of under-funding of Councils infrastructure. This has been highlighted within the Councils improvement 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.

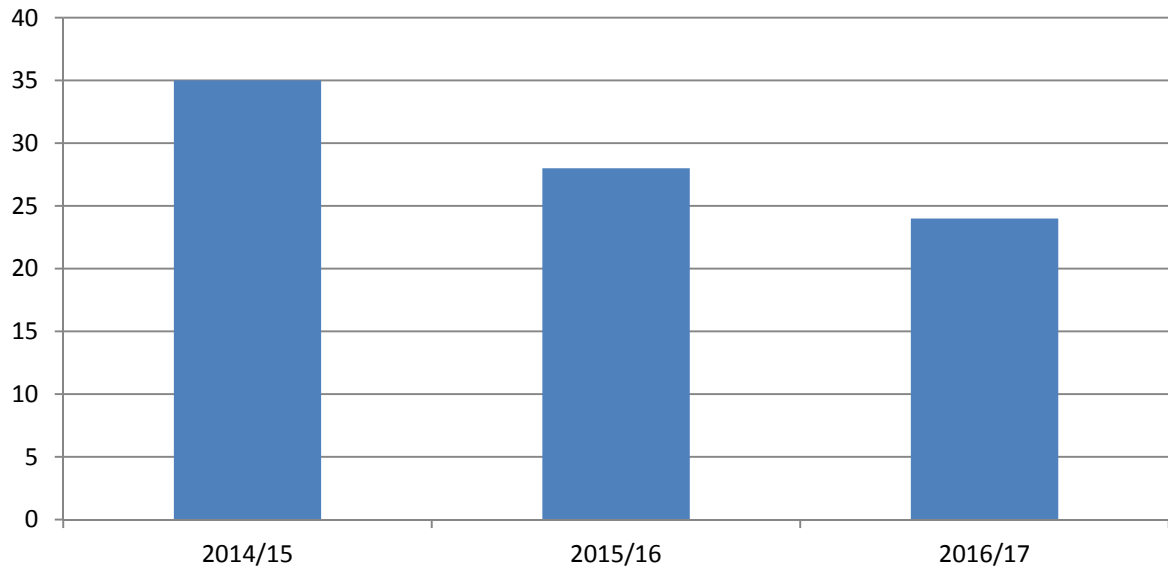
Whilst there was commentary provided earlier as regards development activity this also places additional strain on Council staff time across various Departments as one of the graphs that follows reflects the number of onsite inspections in relation to the engineering conditions imposed on developments.

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 need to be recognised.

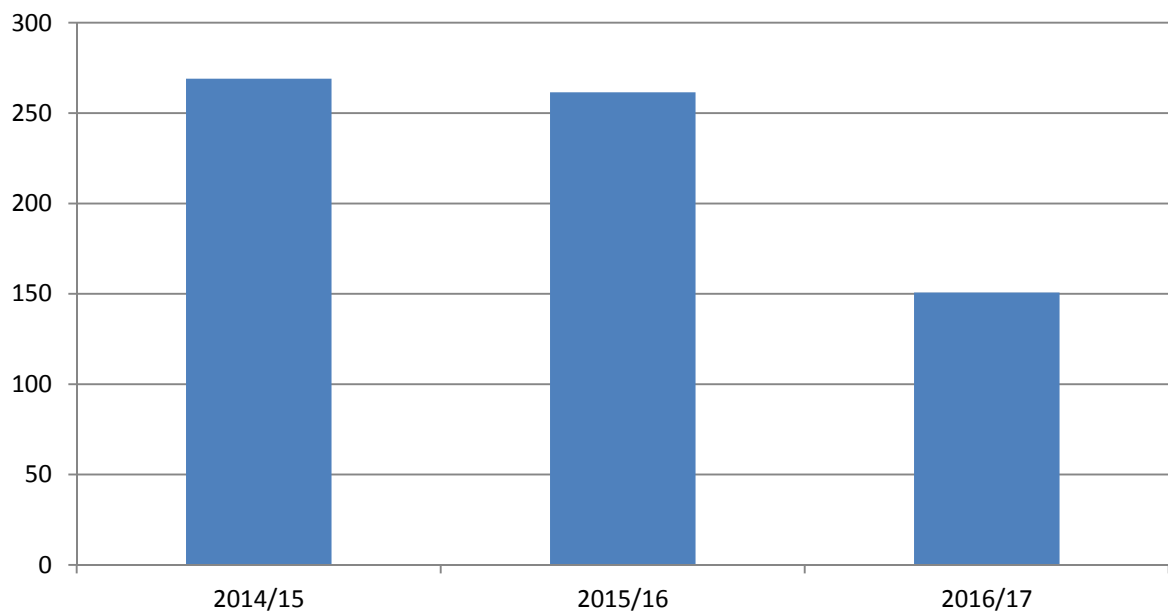


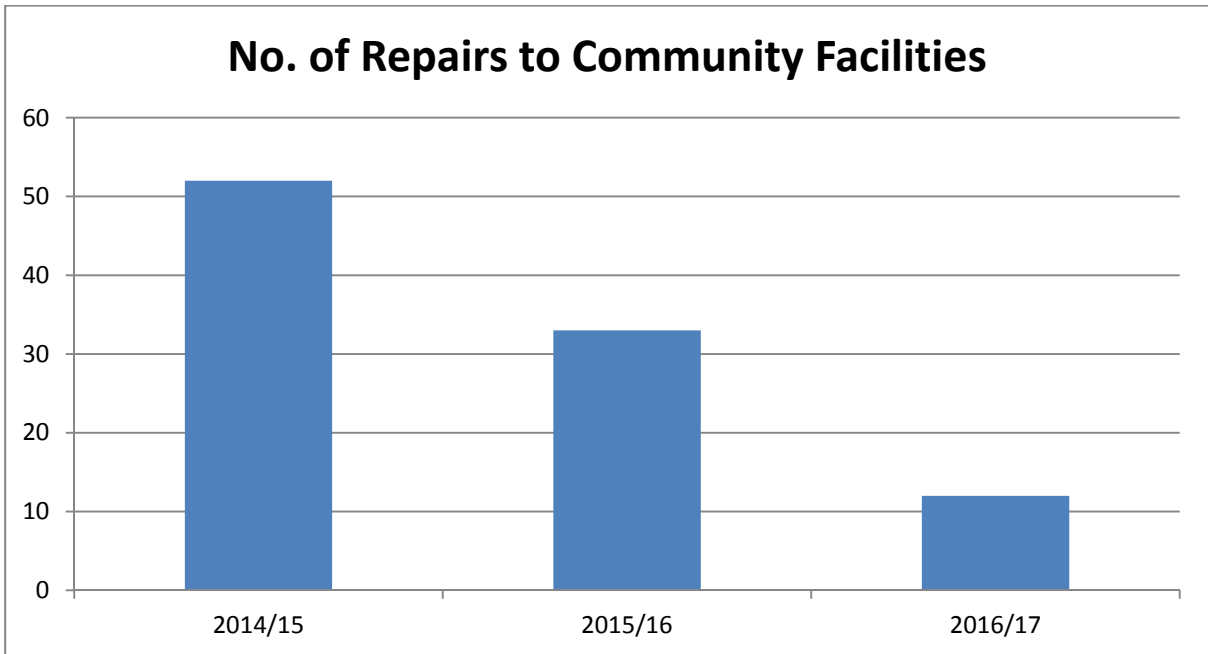
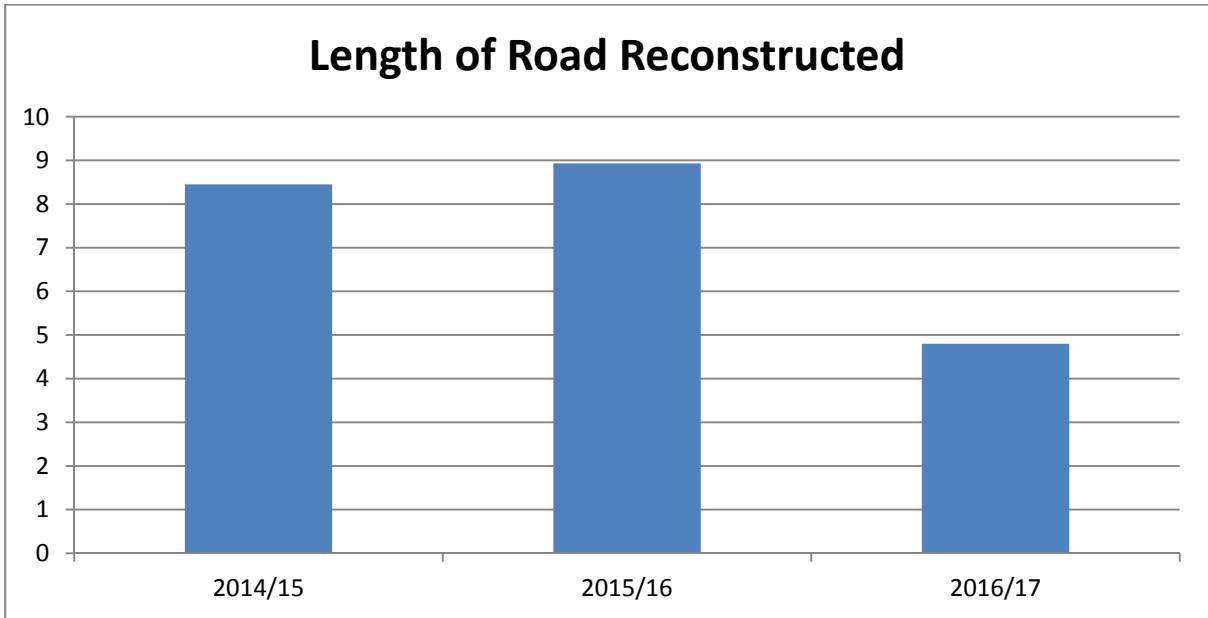


### No. of Timber Bridge Repairs Undertaken

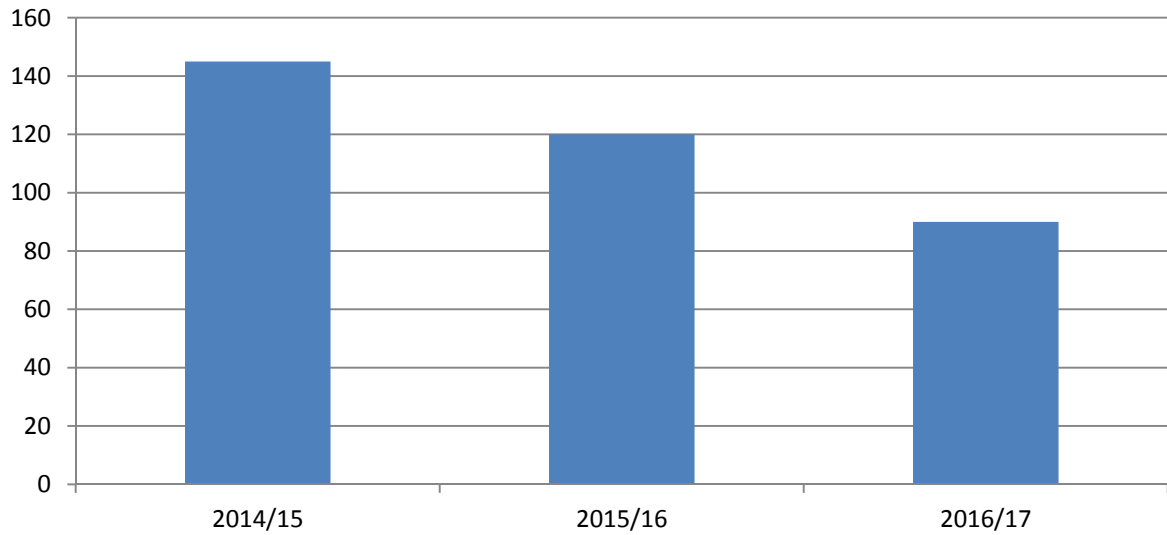


### Length of Road Graded (km)

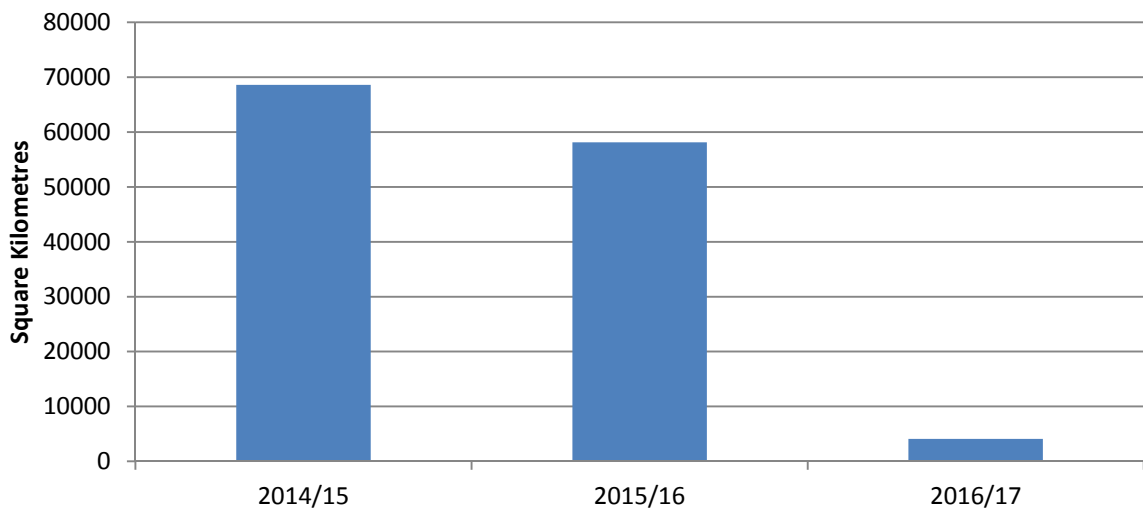




## Onsite DA Engineering Inspections Undertaken



## Area of Pavement Rehabilitated



# Council Governance & Finance

**Long Term Goal:** Council is recognised for strong community leadership, financial sustainability and ethical, accountable and responsible governance.

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
1.1	Councillors representation	Councillors attendance at Management Committee meetings	✓	✓	✓	✓	✓
1.2	Councillors access on website	Webpage information is current	✓	✓	✓	✓	✓
1.3	Councillors information sessions	No. of information sessions held p.a.	13	10	9	6	9
1.4	Councillors induction program	Councillors inducted and review of program undertaken	✓	N/A	N/A	N/A	N/A
1.5	Mandatory Clr Training by OLG	No. of Councillors that attend	7	N/A	N/A	N/A	N/A
1.6	Enhance opportunities for Clrs to undertake professional development activities	No. of Councillors who undertake professional development	7	4	7	4	0

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
2.1	Governance - meetings	No. of items referred to closed session annually	9	15	16	30	12
2.2	Governance - delegations	Reviewed by 31/8/13	✓	N/A	N/A	N/A	N/A
2.3	Governance - policy	Reviewed by 31/8/13	✓	N/A	N/A	N/A	N/A
2.4	Governance - public access	Publications guide updated regularly	✓	✓	✓	✓	✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
3.1	Mayoral happenings	Happenings produced 90% of time	✓	✓	✓	✓	✗
3.2	Relationship with media	Press releases issued, media interviews undertaken	✓	✓	✓	✓	✓
3.3	Community engagement plan	Report to Council	✓	-	-	-	-
3.4	Social Media	Report to Council	-	✗	-	-	-
3.5	Aboriginal Liaison Committee	Report to Council	✗	✗	✗	✗	✗

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
4.1	Governance - corporate	Review of organisational structure, annual review of General managers performance	✓✓	✓	✓	✓	✗

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
5.1	Finance - Budget	Monthly works cost reports to Council	✓	✓	✓	✓	✓
5.2	Finance - Debt recovery	O/S rates <7%	5.21%	5.06%	4.58%	4.55%	5.84%
5.3	Finance - Fleet Operations	Positive returns to Plant reserve annually	✓	✓	✓	✓	✓
5.4	Finance - Investments	Investment returns equal to 90 day BBSW	✓	✓	✓	✓	✓
5.5	Investments Outsourcing	report to Council	✗	✗	✗	✗	✗
5.6	Finance - Budget	Develop & Model 10 year financial plans to guide deliberations on future funding decisions	-	✗	✗	✓	✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
6.1	Corporate salary system meets Award	Nil Disputes to IRC	✓	✓	✓	✓	✓
6.2	Ongoing review of WHS systems and processes	Nil WHS prosecutions	✓	✓	✓	✓	✓
6.3	Maintain funding for EAP program	Budget commitment	✓	✓	✓	✓	✓
6.4	Policy development	Suitable range of HR policies to support staff	✓	✓	x	x	x
6.5	Implement strategic initiatives within Councils workforce strategy	Reports to Council via MANEX	✓	✓	✓	✓	✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
7.1	Hunter Councils Inc	Attendance at Board meetings	✓	✓	✓	✓	✓
7.2	Hunter Councils Limited now SSA Limited	Attendance at Board meetings	✓	✓	✓	✓	✓
7.3	Resource Sharing	No. of resource sharing initiatives Council involved in.	16	15	13	15	13

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
8.1	Governance - Advocacy	Meetings attended & regular contact maintained with MP's	✓	✓	✓	✓	✓

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

STRATEGY NO & INDEX	PROGRAM/ACTIVITY OR ACTION	PERFORMANCE INDICATOR	TARGET MET/APPLICABLE				
			12/13	13/14	14/15	15/16	16/17
9.1	Governance records management	%age of records in complying storage	50%	50%	50%	60%	60%
9.2	Governance - risk management	Audits undertaken	✓	✓	✓	✓	✓
		W/Comp premium less than 5% increase annually	✓	✓	✓	✓	✓
		No. of employees more than 5 days time lost p.a	2	2	1	1	0
9.3	Corporate Information systems	System upgrades undertaken	✓	✓	✓	✗	✗
		Downtime less than 1% of annual working hrs	✓	✗	✗	✓	✓
		Website accessible 99% of time	✓	✓	✓	✗	✓
9.4	Corporate Support RMS Agency	Trained staff to meet operational requirements	✓	✓	✓	✓	✓

### Commentary:

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 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. This not only provided Council with strong dividend windfalls but also additional community grants being awarded in the 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.

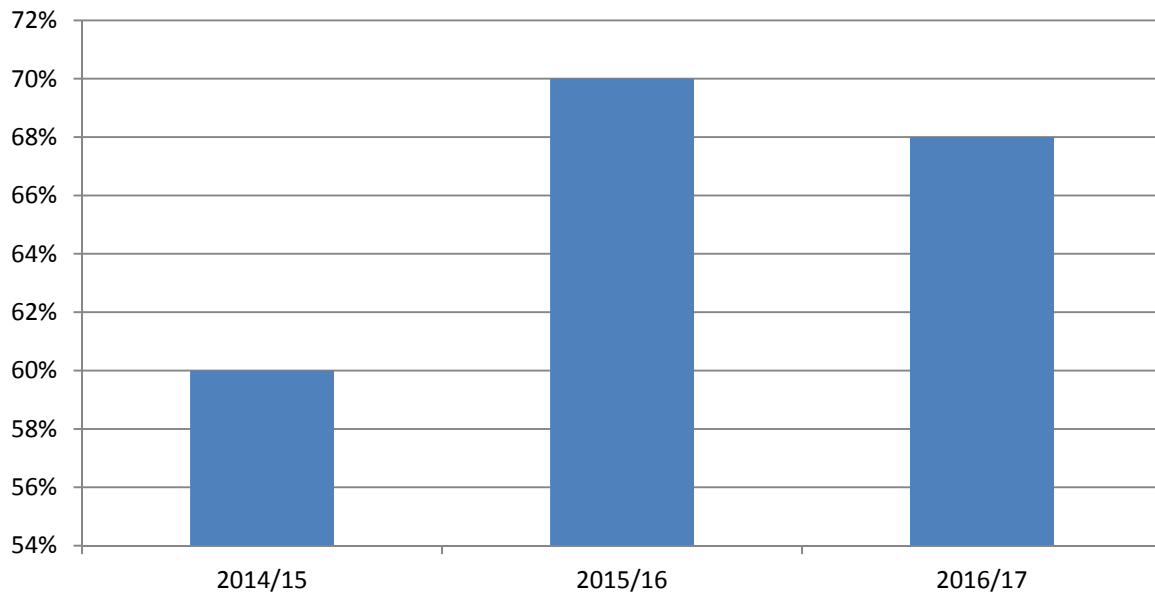
The increase in items referred to confidential session of the Council in 2015/2016 relate to matters predominantly associated with the receipt of legal advice in relation to actions underway or pending and also matters surrounding Council facilities and individuals impacted by the 2015 April superstorm.

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.

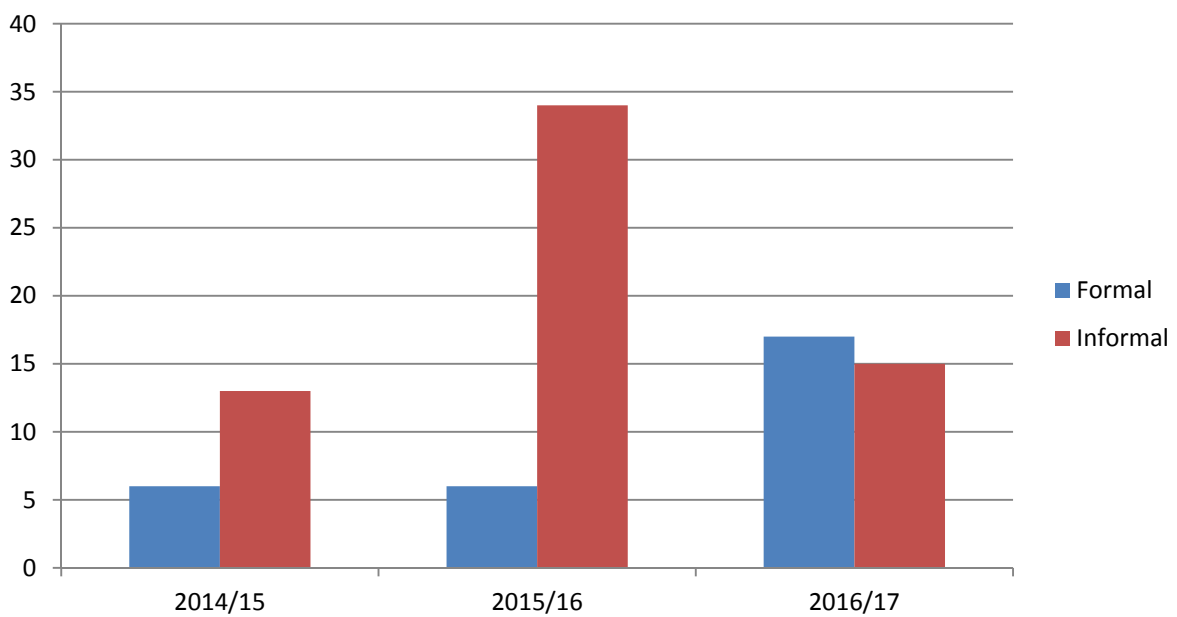
The full financial impact to this Council in relation to the April superstorm is still to be determined as the Council is still endeavouring to secure financial support for the renewal works at Alison Court, furthermore are flood damage repairs and bridge replacement works still being undertaken under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

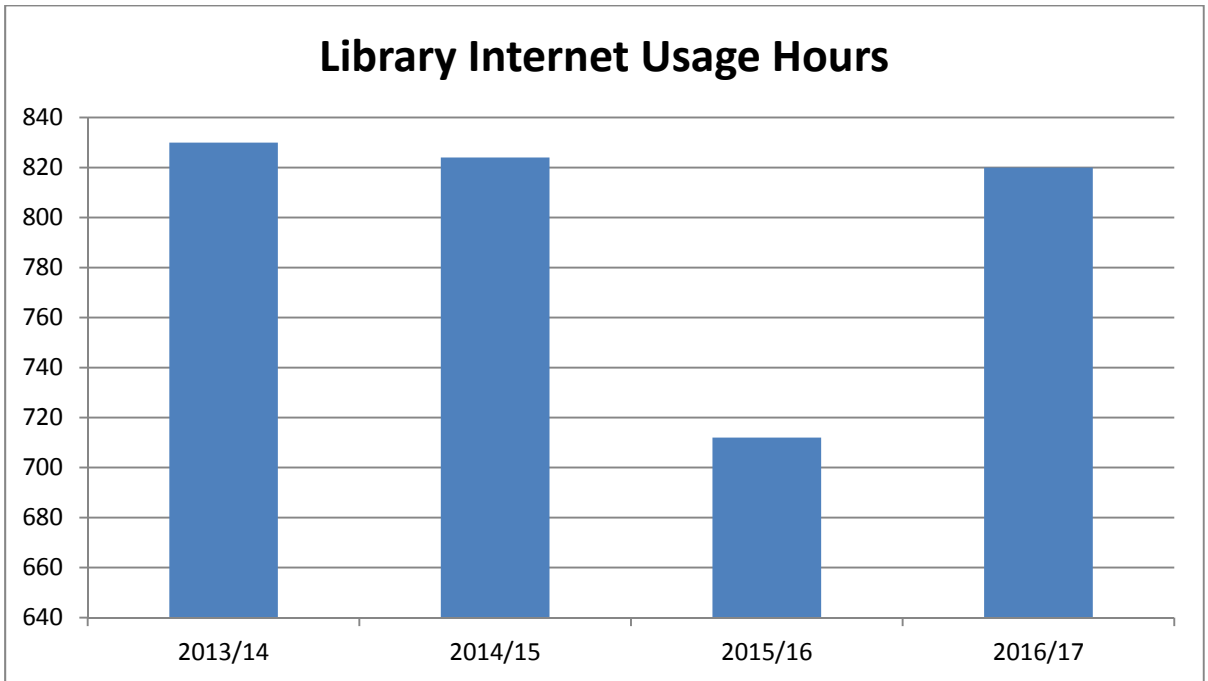
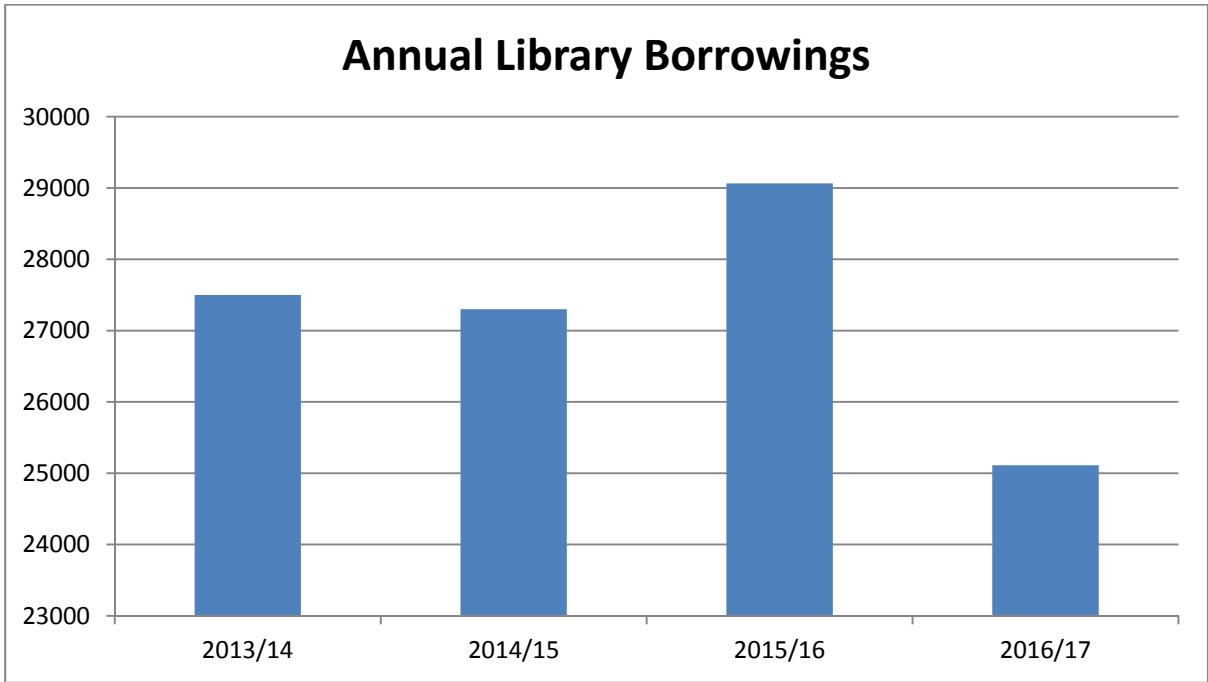


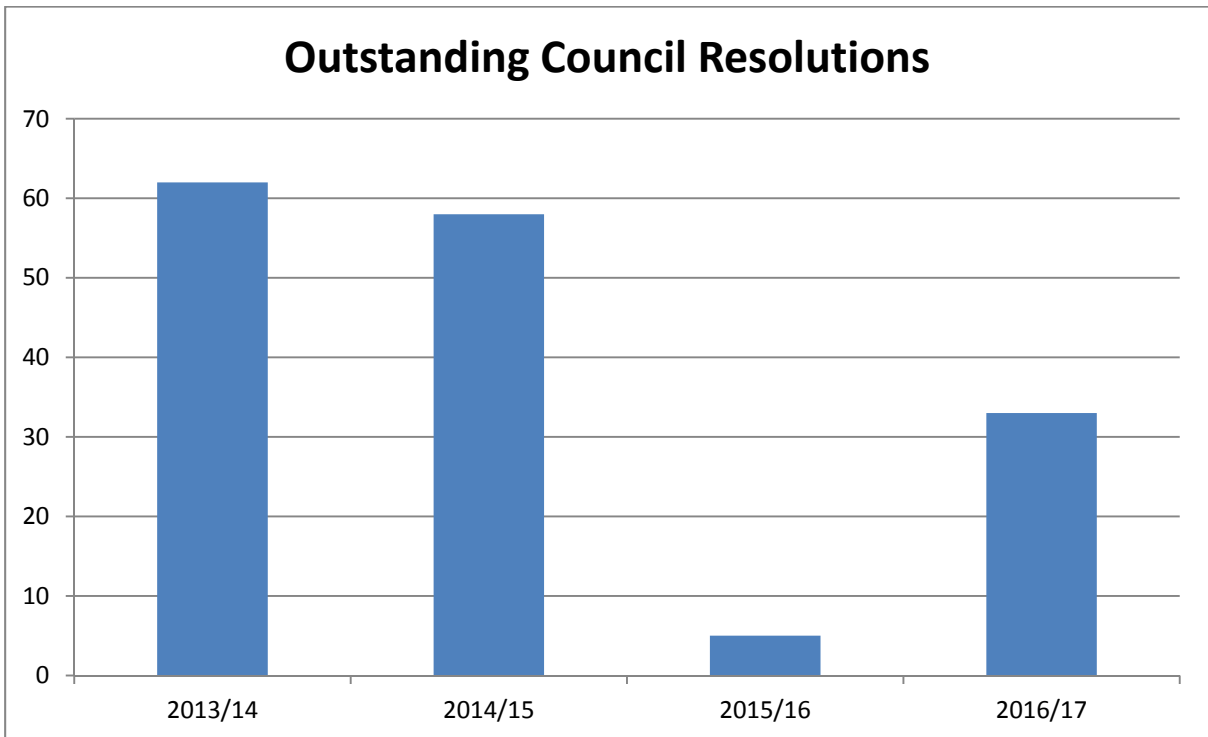
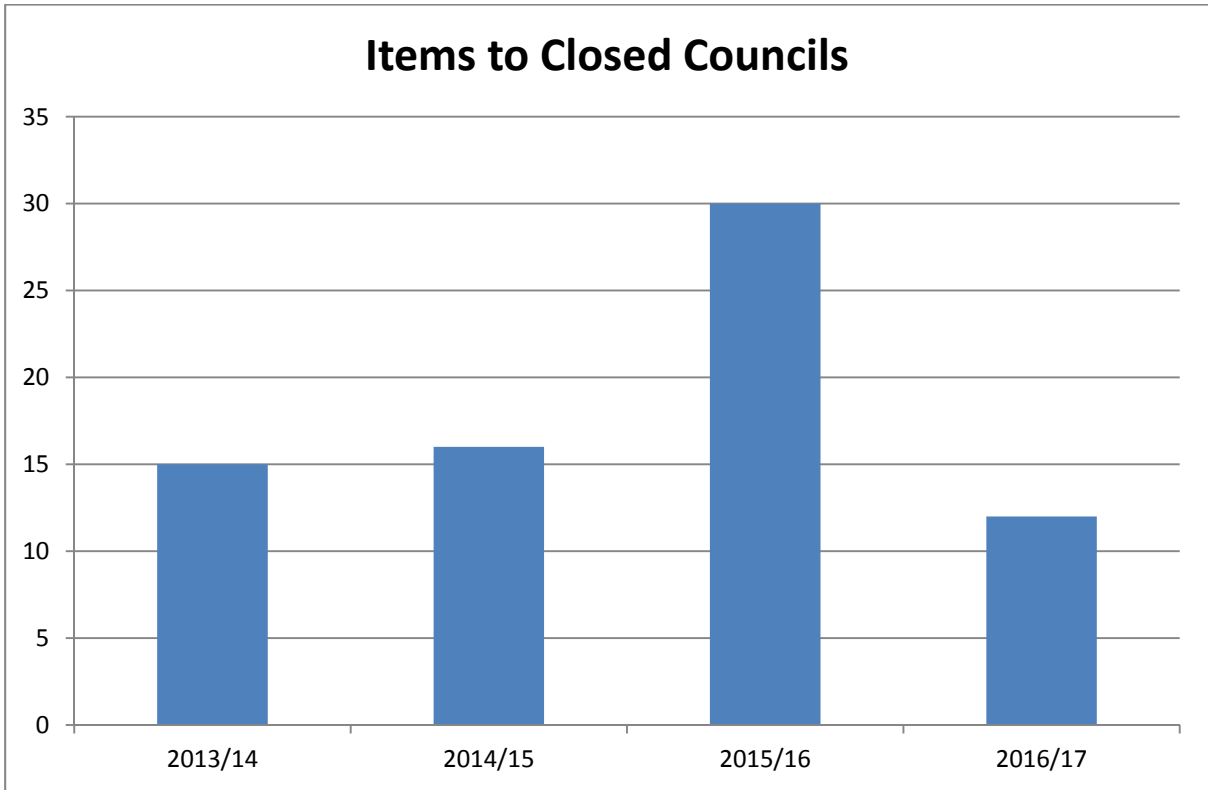
### % Inward Correspondence Responded to within 14 days



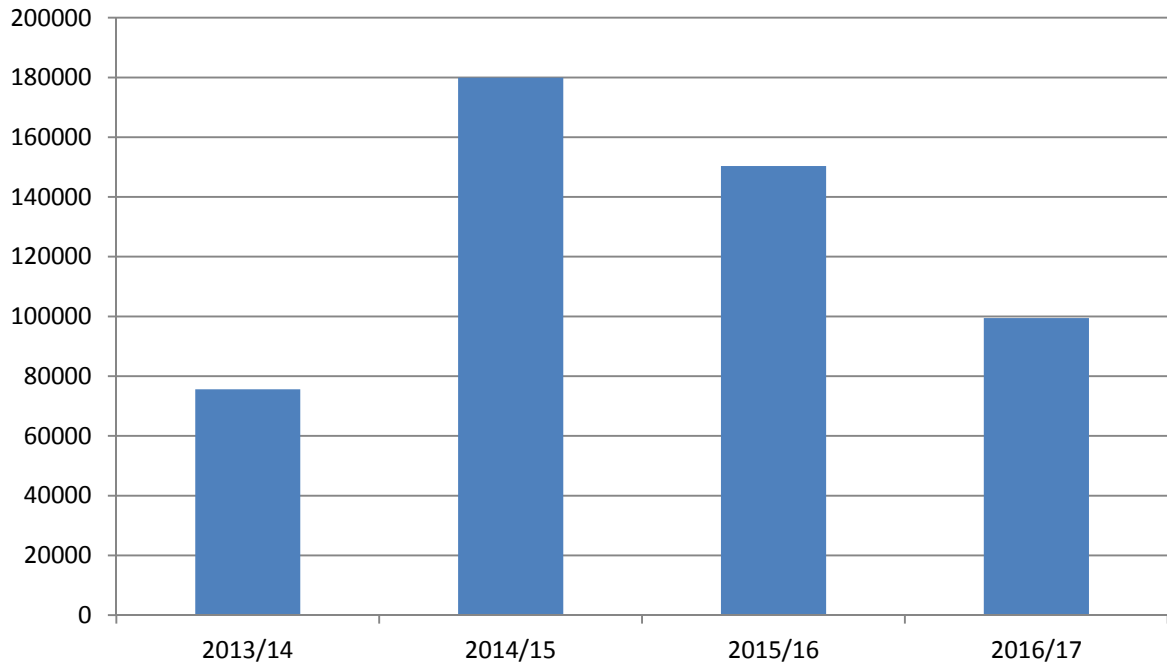
### No. of GIPA Requests







### Annual Overtime Expense



### RMS Agency Earnings

