

# DUNGOG SHIRE COUNCIL

## ANNUAL REPORT 2017-2018



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DUNGOG



# GENERAL INFORMATION

# MESSAGE FROM THE MAYOR

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I am very pleased as Mayor to present Council's Annual Report for the financial year ending 30 June 2018. As the incoming Mayor in September, 2017 along with a new Council and welcoming a new General Manager it has indeed been a very busy and fulfilling period.

I would like to thank the outgoing Council for their contribution, including the former Mayors Harold Johnston and Nancy Knudsen. I would also like to take this opportunity to pay tribute to our staff and thank them for their dedication and hard work which, each and every day, increases value for our residents and ratepayers.

I can say with confidence that the incoming Council is united in its views on the importance of Council's financial sustainability, addressing our road and bridge infrastructure backlog and the desire for Dungog Shire Council to be a valued partner of the State and Federal governments. In a time of constant political, economic and technological change I am committed to taking a strategic and innovative approach to meeting the community's changing needs. I am also committed to ensuring that Dungog Shire Council is accountable, open and transparent in all its operations.

I'm proud to present this annual report highlighting the benefits delivered over the past 12 months. In particular I would like to draw attention to the following milestones

- ✓ Commencement of community engagement on the \$1,322,400 upgrade of Maitland Road in Paterson;
- ✓ Appointment of a new General Manager;
- ✓ Adoption of Council's Delivery Program for the period of 2018-2022 identifying all the key activities the Council has committed to undertake over its four-year term;
- ✓ Council donated \$9,825 to various community organisations across the Shire for the purposes of enhancing services and support for residents and ratepayers;
- ✓ Appointment of an external consultant to assist in the review of Council's Section 94 Plan;
- ✓ Development and adoption of the 2018/2019 annual budget;
- ✓ Council adoption of the Dungog Floodplain Management Risk Study;
- ✓ Commencement of intersection works at Dowling and Hooke Street;
- ✓ Refurbishment of the 12 units at Alison Court, Dungog, that were devastated by the storm event; and
- ✓ Council resolution to investigate a special rate variation to address Council's infrastructure backlog with the view to pursue a special rate variation for the 2018/2019 financial year.

Many of the achievements of Council are underpinned by committed and capable volunteers. In fact, the Dungog Shire has a very high rate of volunteering with a remarkable 25% of all residents involving themselves in volunteer activities. In this regard I would like to pay tribute to the Dungog Regional Tourism Board, the Dungog Shire Events Committee, and the many volunteers who assist on Council's 355 Committees managing showgrounds, public halls, community facilities and sports grounds. Their efforts are mighty and the outcomes achieved are greatly appreciated by Council and I am sure the wider community. Alongside these volunteers sit other not-for-profit organisations that contribute to the fabric of the Shire delivering services and events for all to enjoy, often supported by generous business donations and sponsorships. This type of generosity makes a real difference to our community. Thank you to all that contribute.

Looking back is instructive and provides motivation for the future. As such, I look forward to more achievements in the year ahead.

*Tracy Norman*  
MAYOR



# GENERAL MANAGERS OVERVIEW

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The 2017-2018 Annual Report documents the performance of Dungog Shire Council over the past financial year. The most important role of the Annual Report is to provide a transparent and accessible document for the community that clearly outlines Council's financial and operational performance for the last financial year. It is also a valuable exercise for reviewing our achievements and to set the trajectory for the coming year. The Annual Report works in conjunction with Council's Delivery Program and Operational Plan both of which are regularly reviewed annually with the community to determine our future plans and projects.

At Dungog Shire Council we take our role as the front-line level of government seriously. It's important to us that we remain the most accessible level of government and that the decisions made today positively shape the Shire for the benefit of the generations to come. Our efforts can at times be constrained by our financial situation, noting that Dungog Shire Council has budgeted net operating losses for a number of years. However as a Council we have commenced work on our Long Term Financial Plan and other revenue strategies, including a proposed special rate variation, to guide us towards a more sustainable future. The need to reduce infrastructure backlogs and increase investment in asset maintenance and renewal is paramount.

There have been a number of achievements in the 2017/18 period, some of which are noted below:

- ✓ 245 property inspections were carried out for weed incursions, along with 520km of roadsides;
- ✓ \$3.7M funding was received from the Fixing Country Roads Program for four bridges across the Shire;
- ✓ \$33,130 was expended on Council's Companion Animal program, including education material;
- ✓ 33 compliance certificates were issued for private swimming pools;
- ✓ 250 trees were provided to the public as part of National Tree Day;
- ✓ 200,000 visitors came to the Shire with increases recorded in day-tripper, overnight and international visitors; and
- ✓ 1976.77 tonnes of waste diverted away from landfill.

Another important component of the Council's operations is fostering relationships and working with neighbouring Councils on projects. Council benefits from the Newcastle Regional Library Advisory Committee assisting in the provision of library services within the Shire. Participation in the Hunter Joint Organisation benefits Dungog Shire Council via shared opportunities around procurement, assistance with legal services and advice regarding significant environmental matters that affect the Shire. Other external partnerships that assist in the provision of services to the community include our involvement with the Hunter and Central Coast Noxious Plants Advisory Committee, Waste Management Association of Australia, the Mid North Weight of Loads Group and the Southern Phone Company Ltd.

Our Community Strategic Plan Vision statement is "A vibrant united community, with a sustainable economy. An area where rural character, community safety and lifestyle are preserved". In striving toward achieving this Vision, the community have played a significant role and Council acknowledges and sincerely thanks all the volunteers who work so tirelessly in this regard.

Finally I thank the Council staff for their efforts and many achievements. There have been a number of challenges in the year and their considerable efforts are greatly appreciated.

*Coralie Nichols*  
*General Manager*



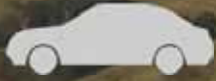
# DUNGOG SHIRE AT A GLANCE



8,975 PEOPLE RESIDE IN THE DUNGOG SHIRE  
4,496 MEN  
4,479 WOMEN  
2,218 PEOPLE AGED BETWEEN 0-19 YRS  
1,796 PEOPLE AGED OVER 65 YRS  
MEDIAN AGE 45 YEARS



25% OF PEOPLE IN THE DUNGOG SHIRE VOLUNTEER



93% OF PEOPLE IN THE DUNGOG SHIRE TRAVEL TO WORK VIA PRIVATE VEHICLE



200,000 VISITORS CAME TO THE DUNGOG SHIRE IN 2016



40% OF COUPLES IN THE DUNGOG SHIRE HAVE CHILDREN  
44% OF COUPLES HAVE NO CHILDREN  
14% ARE ONE PARENT FAMILIES



86.7% OF THE DUNGOG SHIRE WERE BORN IN AUSTRALIA  
13.3% OF THE DUNGOG SHIRE WERE BORN OVERSEAS  
92% OF THE DUNGOG SHIRE SPEAK ENGLISH ONLY  
454 (5%) PEOPLE IN THE DUNGOG SHIRE IDENTIFY AS ABORIGINAL/TORRES STRAIT ISLANDER



12% OF PEOPLE IN DUNGOG SHIRE HAVE A BACHELOR DEGREE  
26% OF PEOPLE COMPLETED YEAR 12

6% OF PEOPLE (490) IN DUNGOG HAVE A DISABILITY



AGRICULTURE, FORESTRY & FISHING INDUSTRY IS DUNGOG SHIRE'S TOP INDUSTRY OF EMPLOYMENT WITH AN ANNUAL OUTPUT OF \$105M



72% PEOPLE IN DUNGOG SHIRE IDENTIFY AS HAVING A CHRISTIAN FAITH



43% OF PEOPLE IN DUNGOG SHIRE OWN THEIR OWN HOMES  
38% PEOPLE HAVE A MORTGAGE  
18% PEOPLE RENT—MEDIAN RENT IS \$245 P/W  
96% OF HOUSING STOCK ARE SEPARATE HOUSES



MEDIAN TOTAL PERSON INCOME IS \$578 P/W  
MEDIAN TOTAL FAMILY INCOME \$1,474 P/W  
UNEMPLOYMENT RATE IS 5.5%



77% OF PEOPLE HAVE ACCESS TO THE INTERNET FROM THEIR DWELLING

# VISION AND MISSION

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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

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## 'A' Ward



Councillor Tracy Norman  
*Mayor*



Councillor John Connors



Councillor Jan Lyon

## 'B' Ward



Councillor Greg Riley



Councillor Steve Low AM



Councillor Digby Rayward  
*Deputy Mayor*

## 'C' Ward



Councillor Robert Booth



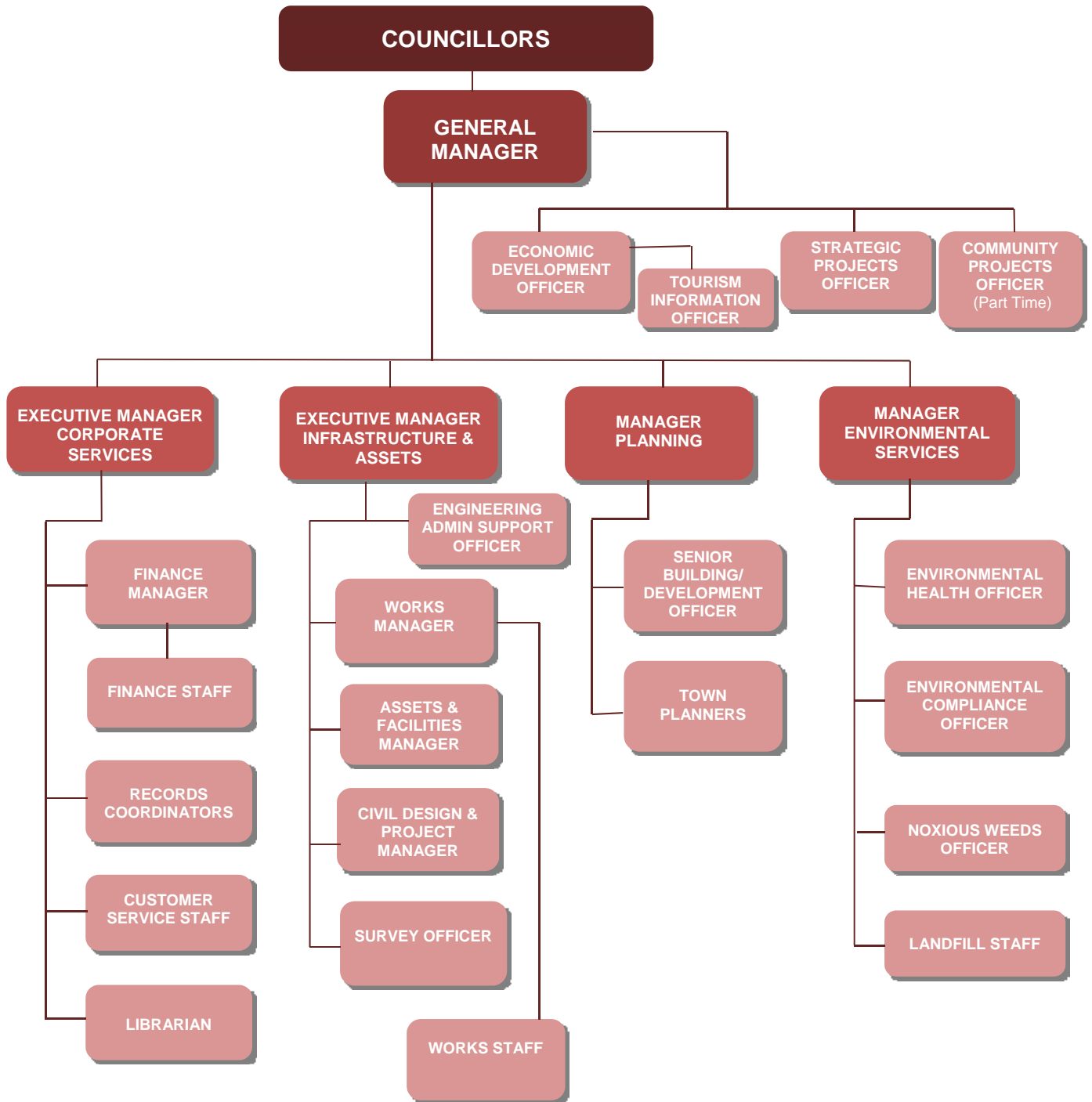
Councillor Kate Murphy



Councillor Glenn Wall



# ORGANISATIONAL STRUCTURE



A photograph of three people riding bicycles on a dirt path through a wooded area. The path is surrounded by tall grass and yellow wildflowers. The background is filled with trees, some with bare branches and others with green leaves. A semi-transparent blue rectangle is overlaid on the center of the image, containing the text 'REPORTING ON OUR PROGRESS' in white, uppercase letters.

# REPORTING ON OUR PROGRESS



# DELIVERY PROGRAM IMPLEMENTATION

The following section reflects the Council's progress in terms of implementing the Delivery Program. Included in the Delivery Program as per a Council resolution in October 2017 is the option for a Special Rate Variation over a seven (7) year period proposed to commence 1 July 2019. The Council's Operational Plan is developed out of the Delivery Program and the period reported on in the document is from July 2017 to June 2018.

The report on the 2017/18 Operational Plan which follows, highlights the Council's progress in 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.

## 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 2018
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 \$55,407 were completed for 2017-18. This is the first year of a 4 year funding cycle. The project funding was spent on processing of green waste at the waste facility, subsidising the cost of mattress disposal, establishment of soft plastics recycling system, RID Squad membership fees and the completion of a kerbside audit to determine the number of eligible containers in the waste stream under the Container deposit scheme
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	No new involvement in Climate Change programs
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	No new recommendations implemented
	1.3.3 Promote Climate Change Adaptation programs to the community	No of programs promoted in the community	"Beat the Heat" program promoted with posters in Council buildings and throughout the community.

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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
2.2 Support Local Land Services.	2.2.1 Participate and partner with LLS on local projects.	<ul style="list-style-type: none"> <li>- Number of Projects facilitated in LGA of which Council is involved as partner or other capacity.</li> <li>- Grant funding for LLS programs received within LGA</li> </ul>	<ul style="list-style-type: none"> <li>- \$7500 grant received for Camphor Laurel control project.</li> <li>- Membership of Regional Weed Committee coordinated by LLS MES attended 3 meetings and Weeds Officer 4 meetings of Technical Sub Group to date.</li> <li>- Regional Strategic Weed Management Plan 2017-22 was adopted in late 2017.</li> </ul>
2.3 Regional Weed Action Plan	2.3.1 Implement strategies in the Regional Weeds Action Plan	Compliant with target actions in Strategy.	Actions in WAP 2015-20 are on target.
	2.3.2 Property Inspections for new weed incursions	Property Inspections / annum	245 property inspections carried out. 520 km roadsides treated
	2.3.3 Provision of information in relation to weeds through inspection program, phone enquiries and on Council's website.	No. of properties inspected.	245 property inspections carried out.
	2.3.4 Local Weeds Committee	Committee activity/ programs per annum.	0 meetings held during period
2.4 Improve information and links on Council web page	2.4.1 Continually review the use of Councils website in relation to provision of land management and natural resource information.	Number of information links and publications on Council's website that are up to date and relevant.	Website 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"> <li>- Number of public information sessions provided with Council involvement</li> <li>- Number of attendees</li> </ul>	2 (4 days total)

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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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"> <li>- Number of systems failing as a percentage.</li> <li>- Number of septic system inspections.</li> </ul>	15%  209 - Council 62 – SIRP (Note SIRP officer position vacant between June-August 2017, then project discontinued in November 2017).
	3.1.4 Ongoing inspection of onsite sewage management systems across the Shire.	New septic systems approved	69 new applications
	3.1.5 Ensure new OSMS are designed, installed and maintained in accordance with Council's Policy and the OSMS Development Assessment Framework.	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.
3.3 Waste diversion and resource recovery	3.3.1 Waste diversion initiatives at the Waste Management Facility and through other Council waste diversion programs and kerbside recycling service	Meeting Office of Environment & Heritage waste diversion targets	OEH reduction targets not required to be met until 2021-22 with diversion target of 70%. Current diversion is approximately 33%. At this time it is not envisaged that the target can be met with current practices.
3.4 Illegal Dumping	3.4.1 Promote reporting of illegal dumping to Council	<ul style="list-style-type: none"> <li>- No. of incidents recorded</li> <li>- No. of RID squad meeting attended.</li> <li>- No. of fines issued</li> </ul>	11  3  2

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
3.5 Waste Minimisation	3.5.3 Actively pursue programs that promote and educate the community in regard to waste minimisation.	Number of programs initiated.	<ul style="list-style-type: none"> <li>- \$500 innovative waste grant awarded to Clarence town Boomerang bags to assist with materials and equipment.</li> <li>- Recycling street poster prepared, placed on website and also displayed in businesses in Dungog CBD with assistance from JR Richards and Boomerang bags Dungog.</li> <li>- Soft plastics promotional poster and brochure prepared.</li> <li>- Soft plastics drop off points established in Council admin building, Dungog Library and waste facility. Collection points for internal operations established at admin centre, Dungog library and works depot.</li> <li>- Soft plastics promotional radio ad played on Dungog FM 10 times per day during December 2017.</li> <li>- Promotional items for waste education in schools acquired-(pencils, rulers, stickers)</li> <li>- Investigations into participation in Responsible Cafes project commenced in June 2018</li> </ul>
3.6 Pilchers Reserve	3.6.1 Pursue discussions with NSW Government stakeholders regarding the future management of Pilchers Reserve.	<ul style="list-style-type: none"> <li>- Committee reformed</li> <li>- Actions Implemented</li> </ul>	<p>The committee has not been reformed due to uncertainty over future land management structure.</p> <ul style="list-style-type: none"> <li>- No actions implemented.</li> </ul>

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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
4.2 Waste diversion	4.2.1 Provide kerbside collection of recyclables	Tonnes of recyclables collected	788.82 tonnes kerbside collection transported to Polytrade Gateshead for processing
	4.2.2 Implement waste Diversion Programs at the landfill	Tonnes of waste diverted	1976.77 tonnes- consisting of (788.82 tonnes comingled kerbside recyclables, 929.4 tonnes scrap metal, 43.92 tonnes paper, 4.35 tonnes oil, 148.64 tonnes Green waste, 9.85 tonnes mattresses, 45.31 tonnes co mingled recyclables, 3.39 tonnes Car batteries, 1.68 tonnes Gas Bottles, 1.96 tonnes soft plastics, 1.13 tonnes agricultural drums
	4.2.3 Pursue additional waste diversion options in accordance with markets and technological feasibility.	No. of new waste diversion options provided.	<ul style="list-style-type: none"> <li>- Continued partnership in local community initiative "boomerang bags" and "Plastics police" aimed at reducing use of plastic bags and to provide soft plastics recycling program.</li> <li>- Soft plastics being collected and processed for recycling at waste facility.</li> <li>- Recycling options are available for metals, gas bottles, car batteries, green waste, paper, mattresses, phones, household batteries, soft plastics, co mingled recyclables, oil</li> </ul>
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 in 2015.
4.4 Waste Collection Service	4.4.1 Provide waste collection service	<ul style="list-style-type: none"> <li>- No. of complaints regarding domestic waste collection service.</li> <li>- Contractors compliance with collection contract requirements.</li> </ul>	<p>Data is received from JR Richards Customer request system in relation to complaints.</p> <p>For this period there were 6 general complaints and 13 complaints about missed services.</p> <p>During the period there were no issues of concern relating to compliance with contract requirements. However due to the China sword recycling crisis there was a claim for an increase in Recycling gate fee from \$65/tonne to \$150/tonne applicable from April 2018.</p>

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
4.5 Landfill Operation	4.5.1 Provide economic and environmentally sustainable Landfill facility.	<ul style="list-style-type: none"> <li>- Landfill operating cost</li> <li>- % of waste to landfill</li> </ul>	<ul style="list-style-type: none"> <li>- Operational expenditure for The Waste Management Facility for 2017-18 was \$610,425 and the facility achieved an operational income of \$867,835.</li> <li>- 67%</li> </ul>
4.6 Noxious Weed Program	4.6.2 Control weeds on public land and within Councils road corridor	Kilometres of roadside treated	520 km
4.7 Development Control	4.7.1 Environmental impact, Biodiversity and Natural Resource Management considered in all development	<ul style="list-style-type: none"> <li>- Number of DA referrals.</li> <li>- Number of complaints addressed.</li> </ul>	Nil complaints recorded
4.9 Sewage Facilities in Villages.	4.9.1 Work with Hunter Water and other State agencies to develop sustainable management of effluent disposal in village areas.	Number of meetings held with HWC and other agencies to progress sewer service provision in village areas.	No actions in relation to provision of sewer in villages.
4.10 Clarence Town Sewer	4.10.1 Enforce sewer connection in Clarence Town.	Number of premises not connected to available sewer services.	During the period an additional 5 properties connected to sewer. There are 10 properties in the project area that have not connected to sewer.
4.11 Waste Minimisation	4.11.3 Promote new initiatives to increase local waste minimisation and recycling.	<ul style="list-style-type: none"> <li>- Meet OEH recycling and resource recovery targets</li> <li>- Waste per capita to landfill</li> <li>- Waste diversion per capita</li> <li>- % of waste to landfill</li> </ul>	<ul style="list-style-type: none"> <li>- OEH reduction targets not required to be met until 2021-22 with diversion target of 70%. Current diversion is an average of approximately 33%. At this time it is not envisaged that the target can be met with current practices.</li> <li>- During the period 4036.05 tonnes of waste went to landfill. This equates to 0.43 tonnes per person (population ABS 2016 =9195)</li> <li>- Waste diverted for period =1976.77 tonnes. Diversion per capita = 0.21 tonnes per person</li> <li>- Total waste = 6012.82(landfilled and diverted).</li> <li>- % to landfill for period= 67%</li> </ul>
	4.11.4 Actively participate in Producer Responsibility Programs as they are introduced.	<ul style="list-style-type: none"> <li>- Tonnes of waste diverted.</li> <li>- No. of different recycling services available within LGA.</li> </ul>	Recycling options are available for metals, gas bottles, car batteries, green waste, paper, mattresses, phones, household batteries, soft plastics, co mingled recyclables, oil



<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
4.12 HCCREMS Roadside Marker Program	4.12.1 Include the Regional Roadside Marker Program into Councils Roadside Environmental Management Strategy.	Roadside markers in place	All posts installed
	4.12.2 Train outdoor staff in policy implementation	Refresher training of staff to be undertaken.	Training not carried out

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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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 due to implementation of control measures.	<ul style="list-style-type: none"> <li>- Erosion control measures undertaken on capital works projects. \$3.7M (50% Funding) for four bridges under the Fixing Country Roads program;</li> <li>- \$105,000 Innovation Fund for James Bridge</li> <li>- \$770,000 Blackspot Funding</li> <li>- \$190,000 Safer Roads Funding</li> <li>- \$250,000 REPAIR (RMS) Funding</li> <li>- Staff continue to apply for funding under the various State and Federal programs.</li> </ul>
5.2 Grant Funding	5.2.1 Continue to source funding opportunities to improve Council causeways and crossings	\$ sourced.	No new funding during period
	5.2.2 Partner LLS in local riparian projects	No. of projects completed	Camphor Laurel and invasive backyard species project continued with LLS grant of \$7500 received. Partner in Dungog Common Conservation project. Council contributed during period with civil works - roadwork through common.
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.	62 inspections completed under the SIRP project with an additional 209 Council inspections carried out in the catchment during the period
	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.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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 due to be wound up June 17. - Additional commitment by Hunter Water Corporation.	The SIRP officer position was vacant between June-August 2017 but has been replaced by the Drinking Catchment assessment Project. Officer appointed and has commenced preparing a Drinking Catchment assessment Plan. Project due for completion in December 2018.

**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 2018
6.1 Public Education	6.1.2 Support information stand at Tocal Field Days.	Tocal field day noxious weeds stand supported.	Weeds officer attended Tocal for 2 days, providing educational material to over 250 persons.
6.4 Roadside Marker Program	6.4.1 Extend the roadside Marker Program to use in the management of weeds. Develop a program for management of roadside weeds.	Length of roadsides tracked.	All roadsides flagged as being impacted by weeds have been marked.
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 links provided

**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 2018
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	Attendance at 3 HCCREMS directors forums during reporting period. Participation as member in Regional Contaminated Lands capacity Building project. 4 staff trained in Biodiversity Offsets legislation- a program provided by OEHL but facilitated by HCCREMS
7.2 Referral	7.2.1 Referral of local issues and enquiries to appropriate regulatory authority	- No. of referrals  - No. of Complaints	- 2 referrals to RSPCA.(Companion animals) - 2 referrals to NSW Water (Construction of dams) - 3 referrals to OEHL (vegetation removal) - 4

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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	Audits carried out on 4 premises with EPA officer. Joint letters forwarded to proprietors. Council will become the regulatory authority in July 2019.
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	No projects for period

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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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	Camphor Laurel control project continuing.
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

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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
9.1 Healthy Rivers	9.1.1 Continue to provide financial support to Dungog High School for river watch program.	Restocking of equipment as required.	No approaches made from High school during period
9.2 National tree Day	9.2.1 Provide trees to local community Groups and Schools.	No. of trees planted /annum	250 trees provided to the public by Council in July
9.3 Clean Up Australia Day	9.3.1 Facilitate community group involvement.	- No. of Groups - Waste collected	- 3 - 0.5 tonne
9.4 Environmental Grants	9.4.1 Apply for grants and carry out work on local projects.	- No. of grants - Amount of Grant money received	- LLS – Camphor Laurel - \$7500

# 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 2018
1.1 Telecommunications	1.1.1 Work with NBN Co and other providers to establish high speed broadband in the area.	Satisfaction with internet speed and reliability from the community.	<ul style="list-style-type: none"> <li>- The NBN wireless site at Gresford relies on a number of upstream sites, (Paterson and then on to Martins Creek) to get to the NBN fibre network</li> <li>- The mobile phone site at Martins Creek has just been constructed by Optus and NBN Co are in the process of installing equipment on this structure</li> <li>- NBN Co are trying to have Gresford on air by the end of June 2018</li> </ul>
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 and general improvement in services.	Participated in recent lobbying of Scot MacDonald MLC, and Parliamentary Secretary for the Hunter, undertaken by the Dungog District Chamber of Commerce for the re-instatement of the mid-afternoon service to/from Dungog to facilitate visitation to the town.

**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 2018
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.	Working with the Chamber of Commerce on the installation of poles and flag poles at the southern entrance to Dungog to promote national and State celebrations (grant \$4,500) and local Shire events and two tourism information signs for the entrances to Dungog (grant \$20,000).
2.2 Economic Diversification	2.2.1 Participation in the Upper Hunter Economic Diversification Taskforce.	<ul style="list-style-type: none"> <li>- Attendance at meetings</li> <li>- No. of projects involved.</li> </ul>	Attended 3 meetings of the Upper Hunter Diversification Working Group. One of the main projects of interest is the preparation of a business case for a two way pipeline between Lostock Dam and Glennies Creek Dam by Department of Primary Industries

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
2.3 Business Referral and Advisory Service	2.3.1 Work with Hunter BEC, Newcastle Business Centre to provide referrals to support business development.	No. of referrals per annum.	One referral for new gallery in Dungog.
2.4 New Business Startup	2.4.1 Maintain relationship with Hunter Office of Department of Industry & Investment, RDA Hunter and other public organisations for project referral and funding initiatives.	- No. of referrals - No. of meetings.	One referral. Current initiative include a project to scope the potential for mountain biking across Dungog Shire facilitated by the Department of Premier and Cabinet. Other organisations involved include NSW National Parks and Wildlife Service, NSW Forestry Corporation, Dungog Common, Chamber of Commerce and Dungog Regional Tourism.

**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 2018
3.1 Industry Attraction.	3.1.1 Work with the Hunter Business Enterprise Centre to facilitate support, training and mentoring for new small business start ups.	No. of small industry start ups in the Shire.	Three start-ups and two proposed start-ups.
3.2 Dungog Adult Education initiative.	3.2.1 Provide in-kind support for the Dungog Community College.	Briefings/meetings attended.	Dungog Community College is in hibernation at the moment
3.3 Alternative Energy	3.3.1 Work with stakeholders in the renewable energy sector	Briefings attended.	Promoted the Sustainability Leadership Development Program for the Hunter and Central Coast amongst individuals and local groups which resulted in scholarships for the program being awarded to 2 local people
3.4 Regional Living Expo	3.4.1 Investigate the potential to establish a stall in partnership with neighbouring Councils at Regional Living Expo.	Outcomes report to Council.	Regional Living Expo no longer held

**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 2018
4.1 Dungog Shire Promotion.	4.1.1 Promotion of Dungog Shire as a place to live, work and visit.	Annual visitation numbers.	Total visitation to Dungog Shire over the past decade has generally increased from around 160,000 per annum in 2008 and 2009 to more than 200,000 per annum
4.2 Destination Marketing	4.2.1 Update hardcopy and online collateral.	New brand and identity explored.	<ul style="list-style-type: none"> <li>- Working with Dungog Regional Tourism on a re-branding project which has seen a decision taken on a new logo (following stakeholder consultation) and tag line (Breath of Fresh Air)</li> <li>- On-going – Destination Management Plan currently being reviewed (to be completed by December 2018)</li> <li>- On-going – continual updating of the Visit Dungog Facebook page and the visitdungog.com.au website</li> </ul>
	4.2.2 Work on actions in the Dungog Destination Management Plan	No. of actions completed.	
	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.	

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.	Visitation is made up of 65% day-trippers, 34% overnight visitors and 1% international visitors.
	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.	Event calendar produced.	Regular updates on the Visit Dungog Facebook page and the What's On page of the visitdungog.com.au, as well as a hard copy calendar produced for the period.
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 Committee.	3 (Dungog Country Antiques, Retreat to Main Creek and Dungog Contemporary). A number of other businesses (Dungog Common, Country Elegance Gardens and Gifts and Tinshead Brewery serve both locals and visitors to the area)

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.  Dungog LEP 2014 provisions have made it less restrictive for tourism developments to establish in rural zones. Despite this there has not been a significant interest during this reporting period.
5.5 Events	5.5.1 Review recommendations and actions within DMP as regards events.	Submission of report to Council in relation to events.	Destination Management Plan currently being reviewed (to be completed by December 2018)

**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 2018
6.1 Encourage a greater focus on local food production and sales.	6.1.1 Work with the organisers of food related events.	No. of attendees at the food related events.	The Visitor Information Centre assists by facilitating payment to growers from the Dungog Growers Market and by promoting the event on our <a href="http://visitdungog.com.au">visitdungog.com.au</a> website
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.	A Shop Local Campaign associated with the holding of Small Business Month in 2018 and for which Dungog Shire Council has been awarded a grant o \$5,000.
6.3 Fresh Food Trail	6.3.1 Reinvigorate fresh food trail utilising current technology (Apps, Social Media).	Trail developed.	Working with Dungog Regional Tourism to market and promote the Horseshoe Trail which includes each of the Shire's towns/villages. Dungog Regional Art & Culture Trail held.

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
7.1 Visitor Economy Action Plan	7.1.1 To work with Dungog Regional Tourism Board in an endeavour to enhance the VIC operations and performance delivery to the sector.	Number of complaints.	Visit Dungog Facebook page developed and maintained, volunteer manual updated, 2 new volunteers recruited.
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.	Phone and power to be connected before subdivisions certificate is released. Expression of interest has been advertised for real estate agents to market and facilitate the sales.
7.3 Dungog & District Chamber of Commerce	7.3.1 Ongoing attendance at Chamber meetings.	No. of meetings attended.	12 meetings attended.
	7.3.2 Provision of support for projects and Annual Awards Dinner.	No. of projects supported.	5 projects supported. (2017 Dungog District Christmas Decoration Competition and the Dowling Street Christmas Party, DDCC Business Awards, Flags and Poles Project and Tourism Signs Project)
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"> <li>- Presence on Dungog Radio, Dungog Chronicle and other regional media.</li> <li>- No. of events attended/involved in.</li> </ul>	Promotion of Council's activities via local community papers, the Dungog Chronicle, the Chamber of Commerce fortnightly column in the Dungog Chronicle and other communication channels
7.5 Barrington Tops Promotion	7.5.1 Work with Midcoast Council and local operators to promote Barrington Tops and identify opportunities for joint partnerships.	<ul style="list-style-type: none"> <li>- No. of partnerships.</li> </ul>	Main current partnership is with NSW Forests to address anti-social behaviour in the Upper Allyn section of Chichester State Forest
7.6 Hunter Council's Screen Hunter	7.6.1 Continue to work with Screen Hunter on film related activities.	<ul style="list-style-type: none"> <li>- No. of enquiries.</li> <li>- No. of film activities undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>- Nil enquiries.</li> <li>- Nil film activities undertaken.</li> </ul>
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"> <li>- Information supplied for Regional Plan.</li> <li>- Attendance at briefing sessions.</li> </ul>	Input to regional plans provided across State and Federal Departments as needed including feedback provided on the development of the Hunter Regional Economic Development Strategy.
7.9 Business Liaison	7.9.1 Develop business and tourism e-bulletins.	<ul style="list-style-type: none"> <li>- No. of bulletins produced.</li> <li>- Business awareness of Council's economic development activities.</li> </ul>	<ul style="list-style-type: none"> <li>- 2 bulletins produced.</li> <li>- Promotion of Council's activities via the Chamber of Commerce e-mail alerts and fortnightly column in the Dungog Chronicle and other communication channels</li> </ul>



# 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 2018
1.1 New residents pack	1.1.1 Update welcome pack for new residents, businesses and investors	<ul style="list-style-type: none"> <li>- Regular renewal and website link.</li> <li>- Number of packs distributed.</li> </ul>	Continual updating of information and dissemination of packs via the Visitor Information Centre
1.2 Meet the Mayor program	1.2.1 Establish a yearly program	<ul style="list-style-type: none"> <li>- Program held.</li> <li>- No. of people attending.</li> </ul>	Due to changes with Councillors an informal meet the mayor was held with school students.

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.	Worked with Red Cross to establish volunteer team for Emergency Welfare situations
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.	Held 2 meetings with 355 committees in this quarter

**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 2018
3.1 Establish email networks, papers distributions and electronic alerts	3.1.1 Established networks to inform, distribute and gather appropriate information.	<ul style="list-style-type: none"> <li>- Responses</li> <li>- Attendances</li> </ul>	Networks updated as information provided and information distributed

**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 2018
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.	<ul style="list-style-type: none"> <li>- Program/initiative held and participation by local youth.</li> <li>- No. of young people involved.</li> </ul>	<ul style="list-style-type: none"> <li>- Two youth week activities held</li> <li>- At least 50 + young people involved in activities</li> </ul>

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.	Meetings held throughout shire with community groups including Paterson, Dungog, Clarence Town – looking at funding options in partnership with council.

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.	Not held.
6.2 Works in partnership with existing cultural groups and creative industries to maintain, expand and establish cultural opportunities within Shire.	6.2.1 Provide information, funding, venues and links.	Ongoing partnerships with successful outcomes.	Involved in an info-share with colleagues working in the cultural/community areas from other Upper Hunter Councils and organized by Arts Upper Hunter in Singleton in June  Discussions held with Bandon Grove School of Arts, Clarence Town School of Arts etc about opportunities
6.3 Development of Dungog Shire Cultural Plan	6.3.1 Working in partnership with existing organisations.	Completed cultural plan.	Ongoing.
	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 2018
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 updated and one shire grant workshop held - 3 mini grant workshops held with organisations
7.2 Network alerts.	7.2.1 System information about Council program and activities distributed through email.	Information distributed.	- Updated regularly with information provided - Information distributes through email alerts

**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 2018
8.1 Regular meetings to ensure services.	8.1.1 Established forums to ensure ongoing services for all ages.	Services maintained and continued.	Grant forums focus for this period
8.2 Regular reviews/ inspections of Council facilities.	8.2.1 Regular inspections of facilities to maintain and improve standard of facilities provided.	<ul style="list-style-type: none"> <li>- Number of inspections undertaken.</li> <li>- Review of facilities by Councillors once in every term of office.</li> </ul>	A number of facilities including pools, parks, SOA buildings etc, have had improvements as per the Loan Borrowing schedule and Buildings AMP. Projects currently 95% complete.

**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 2018
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.	<ul style="list-style-type: none"> <li>- Meeting attendances</li> <li>- Issues resolved.</li> </ul>	One meeting held with support from services and community.
9.2 Dungog Shire Access Committee	9.2.1 Coordination of the Access Committee and identification of hazards.	<ul style="list-style-type: none"> <li>- Meeting attendances</li> <li>- Issues resolved.</li> </ul>	Meeting conducted following September 2017 election with new councillors. Disability day conducted December 2017.
9.3 Provision of Cemetery Services	9.3.1 Administer Cemetery Services in Councils seven cemeteries	<ul style="list-style-type: none"> <li>- No. of burials</li> <li>- No. of complaints</li> </ul>	<ul style="list-style-type: none"> <li>- 25</li> <li>- 9</li> </ul>
9.4 Food Safety	9.4.1 Carry out inspection of all food outlets	<ul style="list-style-type: none"> <li>- No. of inspections</li> <li>- % of premises inspected</li> <li>- No. of complaints</li> <li>- No. of penalties and improvement notices issued</li> </ul>	<ul style="list-style-type: none"> <li>- 54</li> <li>- 95%</li> <li>- 5</li> <li>- 0</li> </ul>
9.5 Communication/ education	9.5.1 Educate staff in food outlets on food Hygiene	No. of retailer information sessions and programs	Introduction of online "I'm Alert" food handlers education program. Program promoted during inspections and in local media.
9.6 Regional Programs for Food Safety	9.6.1 Participation in Hunter Central Coast Regional Food Group and regional programs	<ul style="list-style-type: none"> <li>- No. of regional programs implemented</li> <li>- No. of regional meetings attended</li> </ul>	<ul style="list-style-type: none"> <li>- No regional programs during period</li> <li>- 3 regional Food Group meeting attended</li> </ul>
9.8 Health and beauty premises	9.8.1 Carry out inspections of all hairdressing, beauty, skin penetration and, mortuary, premises.	<ul style="list-style-type: none"> <li>- All premises inspected in relation to risk</li> <li>- No. of complaints</li> <li>- No. of penalties and improvement notices issued</li> <li>- No. of premises inspected</li> </ul>	<ul style="list-style-type: none"> <li>- No inspections during period</li> <li>- No complaints received</li> <li>- No penalties issued</li> <li>- No premises inspected.</li> </ul>

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
9.9 Communication/ education	9.9.1 Educate staff in health premises outlets on appropriate hygiene practices	Number of information sessions and programs	Nil
9.10 Regional Programs	9.10.1 Participation in Hunter Region Health Education Committee	No. of regional programs implemented and regional meetings attended	- 3 meetings of Regional Waste Strategy Group - 2 meetings of Regional Waste Educators Group - 1 meeting of Hunter Environmental Health Network
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	- 334 Dogs, 46 Cats  - 138 - 18  - 20
	9.11.2 Provide Companion Animal pound services	- No. of dogs impounded - No. of dogs euthanased	- 12 Dogs, 23 Cats  - 3 cats
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 parking complaints
9.13 Stock Impounding	9.13.1 Compliance with Impounding Act.	No. of Complaints	12
	9.13.2 Remove stock from the road reserve	No. of stock impounded	Nil
9.14 Vehicle impounding	9.14.1 Compliance with Impounding Act	No. of vehicles impounded	8
	9.14.2 Impound abandoned vehicles on Council/public land	No. of Complaints	5
9.15 Approval of activities under Sec 68 of the Local Govt Act	9.15.1 Inspection of Health premises	- Number of applications - Number of approvals	No new applications or approvals
	9.15.2 Approval of Waste Water Management Systems	- Number of applications - Number of approvals	69 69
9.16 Swimming Pools and Spas Safety Barrier Inspection Program	9.16.1 Implement Councils Program	- No. of inspections carried out. - No. of Compliance Certificates issued. - No. of certificates of non-compliance issued.	169 inspections  33 Certificates of compliance issued)  4 Certificates of Non compliance issued
9.17 Public Swimming Pools and Spas	9.17.1 Compliance with Public Health Act.	Number of premises registered.	24 public swimming pools and spas registered

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
9.19 Upgrade cemetery record keeping process	9.19.2 Develop GIS layers for all cemeteries	Records kept on electronic data base GIS Layer operational	Historical data base completed. Ongoing record keeping in progress GIS layer not operational
9.22 Companion Animals Plan	9.22.1 Review Companion Animals Plan	Plan completed	Plan not reviewed however review of leash free areas has commenced
	9.22.2 Review provision of lead free areas	Number of lead free areas in LGA	One leash free area in the Shire but preliminary investigations into additional leash free areas has commenced.
9.24 Stock Impounding	9.24.1 Provide Standard Operating Procedures for Council Staff in relation to impounding	SOPs developed number of staff trained	Safe work method statement completed and staff trained.

**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 2018
10.1 Grant evening and handbook	10.1.1 Maintain grant handbook for distribution.	Number of attendees.	- Grant handbook updated - Grant workshop held with 41 in attendance
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.	- 3 mini workshops held for individual organizations - Currently have 16 grants waiting to be announced
10.3 Maintain links on Council website for funding opportunities.	10.3.1 Research and provide information for website links.	Maintain website grant information.	Grants updated regularly on website and grant alerts sent with links

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
11.1 Dungog Shire Events Inc	11.1.1 Continue to provide support to Dungog Shire Events.	No. of meetings attended.	Monthly meetings held.
	11.1.2 Continue to financially support the organisation.	No. of events supported.	
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.	Councillor delegate attended 4 meetings in the period.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
11.3 Australia Day	11.3.1 Assist the Australia Day Committee in hosting an Australia Day event in Dungog.	<ul style="list-style-type: none"> <li>- Event conducted</li> <li>- No. of nominees received.</li> </ul>	Event conducted by Committee with 10 nominations received.
11.4 Community Events	11.4.1 Continue to provide support to specific national days/weeks. <ul style="list-style-type: none"> <li>- Seniors Week</li> <li>- International Disability Day</li> <li>- NAIDOC Week</li> <li>- International Women's Day</li> <li>- Local Government Week</li> </ul>	<ul style="list-style-type: none"> <li>- Events conducted</li> <li>- Participation numbers</li> <li>- External funding source \$</li> </ul>	<ul style="list-style-type: none"> <li>- Seniors week morning tea held</li> <li>- International women's day event postponed</li> <li>- Youth week held</li> <li>- Only successful external source funding was for Youth Week</li> </ul>

# 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 2018
1.1 Land Use Planning	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.	Council has processed a number of Planning Proposals during this reporting period. In addition there has been an upsurge in enquiries for Planning Proposals. An LEP updating the details of all Environmental Heritage Items has been gazetted along with site specific rezonings
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.	No work undertaken to date. This work will be undertaken once the Rural Lands Strategy is finalised.
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.	Rural Lands Strategy will inform the shire wide land use strategy. This flow on to the LEP review in 2019/2020.

**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 2018
2.1 Strategic Planning	2.1.1 Continue to lobby NSW Government to fund a Shire wide rural land use plan.	Funding commitment secured.	Funding secured.
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.	Preparation of new LAPS put on hold. Existing LAPS being reviewed as part of DCP No 1 review. Considerable land zoned in Dungog LEP 2014 for expansion around, or in proximity to existing villages. Interest has been expressed by a number of developers to increase zoned land around Clarence Town.
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.	The Draft Rural Land Use Plan will form part of the Rural Lands Strategy. Dept of Primary Industries have held workshops in Dungog LGA during this reporting period to assist in identifying important agricultural land.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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"> <li>- Adoption of urban design chapter which is consistent with Standard Instrument LEP.</li> <li>- Innovative design and building practice information is available on Council's website.</li> </ul>	<p>A draft urban design chapter was completed previously by a planning consultant but was deferred pending merger discussions. A review of this chapter to incorporate recent legislative changes has to be undertaken to enable exhibition. Resourcing within the Planning Department over the past 6 months has not enabled this project to be completed.</p> <p>Continual updating of industry information is undertaken in an attempt to encourage a higher standard of built product.</p>

**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 2018
3.1 Land Development	3.1.1 Continue to promote availability of Council owned industrial land.	No. of lots sold.	Ongoing
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.	Given the small amount of vacant industrial and commercial land in Dungog LGA a manual update system continues to be utilized. With the adoption of new authority modules an electronic reporting system will be implemented.
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.	Council officers assisted in the Councillor working group to identify potential lands for future commercial/industrial growth. Opportunities are currently being explored with external parties. Should a business opportunity be identified Council can consider a Planning proposal for a site in conjunction with a DA.
	3.3.2 Conduct a review of all Council's operational land holdings with a view to it informing a development prospectus.	Draft prospectus prepared and available to development community.	



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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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.	A number of existing chapters were deleted, others revised and some additional chapters added as part of the first round of the Dungog DCP No.1 update.
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"> <li>- New approved development does not compromise the viability of existing rural and agricultural activities.</li> <li>- Increase in the no. of DA's processed within 40 days.</li> </ul>	No evidence of any detrimental impacts on rural and agricultural productivity from new development. Given that Council has been functioning for all of this reporting period with reduced Planning resources there has been an increase in processing times for complex Development applications. Processing times for minor developments have remained constant and consistent with industry standard.
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"> <li>- Tourism chapter of Dungog DCP developed in consultation with community and local businesses.</li> <li>- Increase in the number of tourist related applications lodged with Council.</li> </ul>	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
4.4 Policy Development	4.4.1 Develop a Council policy that identifies and acknowledges local areas of scenic significance.	Scenic preservation Policy developed in consultation with the community	Consideration of areas of scenic significance will be addressed as a component of the Rural Lands Strategy.
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.	Mapping layers enhanced as resources become available.

**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 2018
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.	Due to budgetary constraints no local heritage projects were funded this year.
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.	Council has not had a contracted Heritage Advisor during this period. Council has contracted a heritage consultant on an as needs basis.
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 by Council or community organisations.	<ul style="list-style-type: none"> <li>- Dowling/Hooke Street intersection, blister and garden works nearing completion;</li> <li>- Funding received for upgrade of Maitland Road in Paterson with works scheduled for September 2018;</li> <li>- Dowling Street - Mackay to Chapman Street works scheduled to commence in late 2018;</li> </ul>
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.	Working on re establishing land councils to work in partnership for funding opportunities

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
6.1 Review of Section 94 Plan	6.1.1 Consultant commissioned awaiting Works Program	Adoption of simplified and revised Section 94 Plan.	A specialist Section 7.11 (Previously Section 94) has been engaged to develop a new Plan. A draft Plan will go on exhibition in the second half of 2018.
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.	This reporting period has seen a considerable increase in the use of the Development Advisory Panel by local consultants. In addition the number of planning enquiries has remained strong.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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 2018-2019.	A Draft Council Roads Policy has been prepared however it has not progressed further due to more significant work priorities for the Development Engineer and Asset Management staff.
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.	Risk Evaluation completed. No further work has occurred due to resourcing constraints
	6.4.2 Commence audit on high risk premises.	No. of complaints in respect of fire safety standards.	High risk premises have commenced their fire upgrade on a staged programme. No further work completed due to resourcing constraints.
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.	A new set of conditions have adopted and are being utilised in the preparation of Development consents.
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"> <li>- 149 Certificates issued in a timely manner with minimal returns.</li> <li>- Response times to general written property enquiries is reduced.</li> </ul>	<p>Council has processed a large number of 149 certificates in an efficient and effective manner over this six month period with minimal returns. Timeframes did increase marginally due to staffing constraints.</p> <p>Response times for property enquiries increased due to resourcing constraints during this period. The Customer service staff continue to handle some straight forward enquiries which has assisted in service delivery</p>
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.	There continues to be a high proportion of construction certificates and CDCs being processed by Council in the LGA. Limited number of Private Certifiers operating consistently 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 2018
6.9 Investigation of Illegal and Unauthorised Development.	6.9.1 Identifications of non-compliant developments through a consents audit process.	<ul style="list-style-type: none"> <li>- Education programme developed to highlight to the public the need to obtain consent for certain types of development.</li> <li>- Regularisation of unauthorised Development, where possible.</li>   <li>- Greater use of legal mechanisms to restrain environmentally harmful illegal development.</li> </ul>	<p>Limited resources for targeted education programmes. Website Information periodically updated. No regular consents audit undertaken due to there being no compliance officer.</p> <p>High number of complaints re: unauthorised developments. Priority given to developments that have the potential for major environmental impact. Regulatory activities neglected due to the absence of a Development Compliance Officer</p> <p>Council officers have issued a number of Penalty Infringement notices and orders to rectify or restrain development. No legal action in respect of compliance in the last 6 months.</p> <p>Where possible Council officers have responded to public complaints in a timely manner. Limited investigation abilities due to resourcing constraints.</p>
	6.9.2 Investigations of complaints received from the public.		
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.	<p>Legal disputes are dealt with in a manner consistent with Council's adopted planning provisions.</p> <p>Reduction in the number of matters progressing to litigation.</p>	<p>No formal proceedings in the Land and Environment Court during this period</p> <p>Legal advice sought in relation to two development applications during this 6 month period</p>
	6.10.2 Briefing, commissioning and directing Council's legal advisor.		

# 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 2018
1.1 Asset Management	1.1.1 Implementation and review of Council's Asset Management Plan	Asset Management Plan is implemented and reviewed 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.	This area will be a high level of focus over the coming 3 years due to changes in the Crown Lands Act. Nil reviews undertaken at this stage.
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 at this time.

**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 2018
2.1 Asset Maintenance	2.1.1 Maintain and promote the use of recreational and sports facilities.	Grounds facilities are maintained to 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.	- One sports development day held in first term holidays - Working with schools to promote sporting options and funding
2.3 Funding Programs	2.3.1 Conduct annual workshops in relation to sporting grant funding.	Annual Workshop held.	Grants workshop held
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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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 Review 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 Implement the actions as identified within the Councils Disability Inclusion Plan that are relevant to Councils Sport & Recreation facilities.	Number of actions implemented.	Works at Tucker Park inclusive of access requirements.  Grants for multiple facilities applied for to include improved access.
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.	A specialist Section 7.11 (Previously Section 94) has been engaged to develop a new Plan. A draft Plan will go on exhibition in the second half of 2018.

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

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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	No. of formal letters issued to Agencies in relation to complaints received by Council.	Nil
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		Worked with Dungog Regional Tourism to lobby the NSW Department of Premier and Cabinet to raise the profile of Dungog Shire as a venue for mountain biking and to investigate options for the future. Part of this lobbying including ensuring that Dungog Shire might be a site mentioned in a State-wide Mountain Biking Strategy being developed by the Department. Nil complaints New signage installed.
	3.2.2 Advocate for improvements to tourist infrastructure in National Parks and Forest areas	- No. of complaints received by Council - Upgraded visitor amenities and infrastructure	

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.	Remove diseased trees at Williams River Holiday Park. Camping areas included on the visitdungog.com.au website, giving particular priority to sites that are members of Dungog Regional Tourism
4.2 Tourist Infrastructure	4.2.1 Continue to lobby National Parks & Wildlife and Forestry Corporation of 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.	In attempting to raise the profile of Dungog Shire as a venue for mountain biking and to investigate options for the future, part of the investigation includes investigating the potential of existing tracks and fire trails within the NSW Forestry Corporation and NSW National Parks and Wildlife estate.
4.3 Volunteer program	4.3.1 Support the Volunteer Guides Program with NPWS.	No. of volunteers involved in the program.	2 volunteers
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 as seasonally required.	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 as seasonally required..	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 2018
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.	Lobbying of State and Federal Governments is a continual process.
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 by 2019.	Funding allocated. Review to be undertaken as resources allow.
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, Innovation 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 - Nil - Local Road Network - Nil
1.7 Road Funding	1.7.1 Development of Route Access Strategy documents for the balance of Council's Regional Road Network.	- Route Access documents developed. - Priority projects are known by the community and Government.	MR 101 has been the focal point along with advocacy continuing to complete MR301 upgrades. Lack of resources has limited staff ability to complete route access strategy documents.

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.	Being attended by Councillors. Crime statistics being reported at LAC level and not by LGA.
	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.	Ongoing – for example liaised with representatives of the Port Stephens - Hunter Police District about the Music & Anything event at the Dungog Showground including licencing and other policing
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.	Clarence Town policing is an ongoing issue.



PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.	Clarence Town police residence remains a problem as NSW Police have indicated cost is prohibitive to repair.
2.4 Foster community awareness to report incidents to Crimestoppers.	2.4.1 Support awareness through promotions and Council's website.	Local Area Command trends reflect a higher level of reporting to PAL.	Mayor to facilitate the awareness via the Mayoral update.

**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 2018
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.	Dungog Shire Community College in hibernation. However, other opportunities pursued as they arise
3.2 Health Services	3.2.1 Host quarterly Health Forums with HNEH and NGO's.	Health Forums conducted.	1 health forum held.
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.	Information distributed through networks.
	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 2018
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.	General public has access however timetable does not suit many people, opportunity to increase or alter service arrangements at present time not a priority of Transport NSW.
	4.1.2 Lobby State Government for improved accessibility at local stations.	Station upgrades are undertaken.	
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.	No requests for additional support from Neighbourcare received.

**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 2018
5.1 Asset Management	5.1.1 Implementation and review of Asset Management Plans.	Asset Management Plans are implemented and reviewed.	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.	A specialist Section 7.11 (Previously Section 94) has been engaged to develop a new Plan. A draft Plan will go on exhibition in the second half of 2018.
	5.1.3 Review of Plans of Management for community facilities.	Plans of Management are reported to Council 2018-2019.	This area will be a high level of focus over the coming 3 years due to changes in the Crown Lands Act. Alison Court plans of management reviewed.
5.2 Asset Maintenance	5.2.1 Maintain facilities and assets within budgetary limitations.	No. of complaints received.	– 31 toilet related CRM's during 12 month period – 23 other building related CRM's during 12 month period
5.3 Funding	5.3.1 Continue to explore opportunities to submit grant applications for facility upgrades.	Value of grant funding received per annum \$.	Grant applications made as programs are released;
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 2018
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.	Meeting to be scheduled with new Hunter Water CEO.
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. 12 Units refurbished - 2 others repaired. 5 Units demolished. 1 unit remains uninhabitable pending decision on future use. – 19 CRM's received during 12 month period. Predominantly basic tenancy requests for repairs (ie not complaints). Reduced requests since refurbishment;

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.
6.7 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

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
7.1 Improved Broadband access within the Shire.	7.1.1 Implementation of NBN Co project within the LGA	Countrytell project established.	Countrytell project established.
	7.1.2 Assist NBN Co with community engagement	Community and business awareness.	
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.	Ongoing.
7.3 Telecommunications	7.3.1 Provide assistance to agencies involved in local rollout of the National Broadband Network.	Council officers aware of requirements to enable effective implementation within the Shire.	Regular updates received from NBNCo.

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
8.1 Water/Sewer	8.1.1 Ongoing participation with the Hunter Water Community Consultative Committee	Attendance at meetings.	Mayor attends on behalf of Council.

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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	Dungog Floodplain Management Risk Study and Plan adopted by Council in November 2017. Data Handover completed. Additional FRMS&P grant funding of \$20K expended on preliminary design works for Early Flood Warning System. Early Flood Warning System Grant funding of \$70K received in November and project commenced. Progress made in addressing Corners recommendations into 2015 Flood Event through liaison with SES, OEH and BOM to consider early flood warning system for Dungog. Planning Proposal to change Flood Planning Level in Dungog given gateway approval and placed on Public Exhibition.
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"> <li>- Amount of funding received</li> <li>- No. of Plans funded.</li> </ul>	<ul style="list-style-type: none"> <li>- \$20K extension of Dungog FRMS and Plan. Received and expended on preliminary early flood warning design data.</li> <li>- \$70K approved for Early Flood Warning System Project which has commenced with the appointment of a consultant.</li> <li>- 2 Projects funded during period</li> </ul>
8.4 Unsealed Road Grading	8.4.1 Maintenance grading works as per Council's adopted programme.	% of programme completed.	Annual Program completed.
8.5 Rural Local Sealed Roads Shoulder Grading	8.5.1 Shoulder grading undertaken as required.	Minimum 7.5% by length of Rural Local Sealed Roads are shoulder graded.	8.5% of Rural Local Sealed Roads shoulder graded in past 12 months
8.6 Rural Regional Roads Shoulder Grading	8.6.1 Shoulder grading undertaken as required.	Minimum 7.5% by length of Rural Regional Sealed Roads are shoulder graded.	8.8% of Rural Regional Sealed Roads shoulder graded in past 12 months
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
8.9 Construction and Rehabilitation Works	8.9.1 Works undertaken as funding allows.	% of annual rehabilitation and construction funding spent.	Annual Program being met.

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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.	5,384m <sup>2</sup> Heavy Patched in 12 month period
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.	2,622m <sup>2</sup> Heavy Patched in 12 month period
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.	2,082m <sup>2</sup> Heavy Patched in 12 month period
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.	43,353m <sup>2</sup> resealed which equates to 8.1km or 2.8% by length in 12 month period
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.	33,014m <sup>2</sup> resealed which equates to 4.0km or 3.2% by length in 12 month period
8.15 Urban Local Sealed Roads – Resealing	8.15.1 Resealing undertaken as per Council's programme.	Minimum 3% by length of Urban Local Sealed Roads are resealed.	11,381m <sup>2</sup> resealed which equates to 1.4km or 3.5% by length in 12 month period
8.16 Bridge inspections	8.16.1 Inspections carried out on a regular basis.	All bridges to be inspected once per annum.	Major focus on 8 timber bridges. Other annual inspections also 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 replaced.	New and replacement blades 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.	2,321m replaced or installed as part of roadworks, road rehabilitation and bridge construction in 12 month period

# 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 2018
1.1 Councillors representation	1.1.1 Councillors maintain relationship with key Management Committees.	Councillors attendance at meetings.	Councillors attend meetings when available.
1.2 Councillors access information provided on website.	1.2.1 Web page information maintained.	Information is current.	Councillors access information up to date.
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.	Achieved – more than 8 information sessions held since local government election Sept 2017.
1.4 Councillors Induction Program	1.4.1 Councillors Induction Booklet review undertaken.	Review undertaken by August 2017.	Review undertaken and induction complete.
	1.4.2 Program of workshops developed.	Councillors attendance.	Ongoing - Councillor workshops attended as determined
1.5 Mandatory Councillors training	1.5.1 Ensure information disseminated in a timely manner.	No. of Councillors that attend.	Eight of nine councillors attended, one councillor unavailable as they were overseas.
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"> <li>- No. of Councillors who undertake professional development activities.</li> <li>- Community satisfaction with Councillors performance.</li> </ul>	LGNSW circulars provided to Councillors to enable them the opportunity to partake in training if desired. Training opportunities have been discussed with councillors.
	1.6.2 Assessment of individual Councillors key competencies.		

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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.	18 items to Closed Council in 2017-2018.
2.2 Governance – Delegations	2.2.1 Review and adopt Council Delegations of Authority after Council elections.	Delegations reviewed by 31 August 2018.	Delegations for Mayor and General Manager reviewed and adopted.
2.4 Governance – Public Access	2.4.1 Continue to fulfill Council's obligations under the Government Information (Public Access) Act.	Publications guide updated regularly.	Complete – publication guide updated.  GIPA annual report completed for inclusion in Council's Annual Report.

**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 2018
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.	A Mayoral Update column is provided weekly to the Dungog Chronicle and disseminated electronically via the Mayor's contact list.
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 issued as matters arise.
	3.2.2 Staff respond to media requests for interview/ feedback.	No. of media interviews undertaken.	
3.3 Review Community Engagement Strategy	3.3.1 Community Engagement Plan to reflect principles of IAP 2.	- New Strategy by 31 October 2017. - More engaged community.	Community engagement undertaken as part of the Community Strategic Plan Review and special variation community consultation.

**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 2018
4.1 Governance – Corporate	4.1.1 Review of Councils organisational structure after Council elections.	Organisation structure adopted by August 2018.	To be reported to September 2018 Ordinary Meeting.
	4.1.2 Annual review of General Managers performance.	Performance review undertaken.	Due April 2019.

**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 2018
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 expected to be under 7% 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 returns 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.
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 – base line 10 year financial plan developed on current data, additional scenarios

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
5.7 Financial Sustainability	5.7.1 Pursue a Special Rate Variation for 2018-2019 of 20%.	Report submitted following evaluation.	Complete – base line 10 year financial plan developed on current data, additional scenarios developed in conjunction with Morrison Low and workshopped with SRV Community Reference Panel. Proposed strategy taken to community via media, written material, community meetings, survey and mail out with Rate Notices.
	5.7.2 Develop a long term financing strategy to fund renewal of infrastructure including additional Special Rate Variations and borrowings.		

**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 2018
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 WHS prosecutions.
6.3 Employee Relations	6.3.1 Maintain funding for Council's Employee Assistance Program.	Budget commitment.	Employee Assistance Program funded.
6.4 Governance – Policy Development	6.4.1 Development of a suitable range of Human Resource policies to assist staff.	Policies submitted to Council.	Human Resource requirements currently being explored via strategic alliance discussions with Port Stephens council.
6.5 Workforce Strategy	6.5.1 Implement strategic initiatives within Council's Workforce Strategy.	Six monthly report to Council.	Strategic initiatives being explored via strategic alliance discussions with Port Stephens Council.

**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 2018
7.1 Hunter Councils Joint Organisation	7.1.1 Ongoing advocacy role at Board level.	Attendance at Board Meetings.	Mayor and General Manager attending
	7.1.2 General Managers Advisory Committee	Attendance at GMAC.	General Manager attending meetings.
	7.1.3 Representation on professional network groups by staff with regional advocacy matters being reported through to GMAC		Staff attending professional networks as required.
7.2 Strategic Services Australia Ltd	7.2.1 Ensure that the business activities of the company protect the interests of the shareholders.	Annual report to shareholders.	Annual report distributed in September 2017.



PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
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"> <li>- Involved in joint arrangements with Hunter Council's with regards to Purchasing, Training, Legal, Records Storage, etc</li> <li>- Modification to SIRP project (Drinking Catchment Assessment Project) commenced with employment of an officer and will continue until December 2018. The Project utilises a shared resource with PSC that is funded by HWC with the output being a Drinking Catchments Assessment Report.</li> <li>- Continued participation in Regional Illegal Dumping Squad as an associate member. Attendance at 3 steering committee meetings during period</li> <li>- Dungog Council has ongoing relationships with both Port Stephens and Maitland Councils.</li> <li>- The Planning Department have been exploring opportunities with Port Stephens for greater assistance in the development assessment area</li> </ul>

**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 2018
8.1 Governance – Advocacy	8.1.1 Attend regional State Cabinet meetings.	Annual meetings attended.	Meetings attended as available.
	8.1.2 Attend regional State Action Plan meetings.	Annual meetings attended.	Meetings attended as available.
	8.1.3 Maintain regular contact with local State & Federal members and their support staff.	Regular contact maintained.	Regular contact is maintained.
	8.1.4 Follow established protocols when seeking meetings with various Ministers.	Request to local member and briefing paper supplied.	Established protocols followed.
	8.1.5 Maintain relationship with Hunter Regional Director of Premiers & Cabinet	Six monthly meeting held.	Regular meetings conducted.

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

PROGRAM / ACTIVITY	OPERATIONAL PLAN ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2018
9.1 Governance – Records Management	9.1.1 Safeguard Council's records and meet legislative responsibilities.	- % of records held in record repository. - 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. - Improved performance.	Complete
	9.2.2 Attend regional risk management meetings and disseminate information to relevant staff.	80% of meetings attended.	Ongoing – unable to attend meetings whilst Acting General Manager and Executive Manager Corporate Services.
	9.2.3 Maintain Council's insurance portfolio.	Insurance renewed annually within timeframe	Complete
	9.2.4 Monitor Council's workers compensation claims.	- Claims are monitored and RTW programs implemented. - Workers Compensation Premium is monitored and minimised where possible.	Complete
	9.2.5 Monitor Council's Return to Work programmes.	No. of employees with greater than 5 days lost time per annum.	2 employee's with greater than 5 days lost time.
	9.2.6 Lead the organisation in respect of new online risk register database.	To be completed 30 June 2018.	Ongoing - Unable to progress the online risk register due to time limitations.
	9.2.7 Development and review of business continuity plan.	- Business Continuity Plan developed by 30.11.2017. - Business continuity plan tested annually.	Unable to progress the business continuity plan due to time limitations.

<b>PROGRAM / ACTIVITY</b>	<b>OPERATIONAL PLAN ACTIONS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AS AT 30 JUNE 2018</b>
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	- System upgrade undertaken - Organisation operates on current version of software for LG Application.	Microsoft Office upgrade dependent on Authority upgrade due to compatibility issues. Authority upgrade not progressed due to Council instability and merger possibilities, these are now resolved and discussions underway regarding upgrades.
	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.	Downtime is less than 1% of annual working hours.
	9.3.3 Implement mobile computing modules to key users.	Mobile computing operational.	Managed Service environment currently provides mobile access for all staff with a valid login. Smartphones provided to authorised 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.
	9.3.5 Monitor information uploaded to Council's website.	Nil complaints in relation to copyright/privacy breaches.	Nil complaints received
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 – sufficient number of staff currently trained.
	9.4.2 Comply with RMS performance and statutory expectations.	Nil Deficiency/ Compliance reports.	Nil reports received to date.



STATUTORY  
REPORTING  
REQUIREMENTS

# LEGAL PROCEEDINGS

## Legal Costs – Legal Advice

Planning Department - \$24,683  
Environmental Services Department - \$513  
Corporate Services Department - \$20,720

## Court Matters

	Costs	Case	State of Progress
Council v Hunter Industrial Rental Equipment Pty Ltd, Buttai Gravel and EPA.	Pending	Class 4 Proceedings Martins Creek Quarries.	Ongoing

# MAYORAL & COUNCILLOR EXPENSES

In addition to the Mayoral Fee of \$13,475 and Councillors Fees of \$69,769 expenditure in relation to the provision of facilities and Councillors expenses amounted to \$78,408. This figure includes:

• Council Elections	\$ 59,336
• Code of Conduct Investigations	Nil
• Provision of dedicated office equipment allocated to Councillors	Nil
• Conference and Seminar Expenses	\$ 1,474
• Training & skill development	\$ 4,998
• 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	Nil
• Travelling	\$ 5,828
• Meals & Sustenance	\$ 3,196
• Delegates Expenses	\$ 3,576
Total	\$ 78,408

Council's Policy for the payment of expenses and provision of facilities was reviewed on 15 November 2017 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 2017:
  - 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

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During 2017/2018 one position of Council was classified as Senior Staff pursuant to Section 332(2) of the Local Government Act, being the General Manager.

During 2017/2018 the total amount payable in respect of the employment of the Senior Staff for the period (including the salary component, employer and employee superannuation, provision of vehicle and fringe benefits tax) was \$272,111.

Salary component:	\$243,182
Superannuation:	\$17,340
Vehicle:	\$11,589
Membership Contributions:	Nil

# MAJOR CONTRACTS

Name	Payment Approved by Council	No. of Jobs	Contract Period (Years)	Nature of Goods or Services
Burns Earthmoving Pty Ltd	\$692,554	Various	One	Plant Hire
Cardiff Toyota	\$319,247	Various	NA	Plant Purchase
Civica Pty Ltd	\$226,747	Various	Five	Provision of Information Technology Managed Services
Colas NSW Pty Ltd	\$1,248,839	Various	NA	Bitumen
Dungog Ready Mixed Concrete	\$238,877	Various	NA	Supply & Delivery of Ready Mix Concrete
Edser Plant & Civil Pty Ltd	\$368,116	Various	One	Plant Hire
iCombined 360 Services Group Pty Ltd	\$182,107	Various	NA	Traffic Control
Guardian Traffic Services	\$225,995	Various	NA	Provision of Temporary Labour - Traffic Control
GW & GJ Trappel Pty Ltd	\$235,449	Various	One	Plant Hire
Hastings Co-operative Limited	\$234,586	Various	NA	Supply and Delivery of Bulk Fuels
Irwin Fencing Pty Ltd	\$436,862	Various	NA	Guard Rails
JR & E G Richards Pty Ltd	\$755,066	Various	Six	Waste & Recycling Collection
Labour Co-operative Limited	\$269,459	Various	NA	Provision of Temporary Labour - Traffic Control
Local Government Appointments	\$282,365	Various	NA	Contractors Finance/Admin
Quarry Products Newcastle Pty Ltd	\$1,400,849	Various	NA	Road Base & Aggregate
Stabilised Pavements of Australia	\$357,023	Various	NA	Road Construction
Statewide Mutual	\$362,497	Various	NA	Insurance
Tuff Trailers	\$174,900	Various	NA	Plant Purchase
Wirtgen Australia Pty Ltd	\$247,550	Various	NA	Plant Purchase

## WORK CARRIED OUT ON PRIVATE LAND

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During the period 1st July 2017 to 30th June 2018, 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

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Donations and Expenditure under Section 356 amounted to \$9,825 and was made up as follows:

<b>Donations &amp; Contributions</b>		\$
- Dylan Saunders		100
- Gresford & District Agricultural Society		250
- Dungog Arts Society		500
- Dungog High School Citizenship Award		100
- Anzac Day		191
- Arts Upper Hunter		7,191
- Australia Day		1,243
- Variety Special Children's Christmas Party		250
<b>Total</b>		<b>9,825</b>

## EEO MANAGEMENT PLAN

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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 2017/2018 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

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Council did not hold a controlling interest in any company during 2017/18.



# EXTERNAL BODIES WHICH EXERCISED FUNCTIONS DELEGATED BY COUNCIL

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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

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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 2018, Dungog Shire Council received no protected disclosures.

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

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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

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Rates and Charges written off for the year amounted to \$179,263.84 and comprised the following:

- Mandatory Pensioner Rebates under Section 575 of the Local Government Act 1993: \$175,083.25 (55% reimbursed to Council by the State Government).
- Postponed Rates and Charges written off under Section 595 of the Local Government Act 1993: \$175.39
- Abandonments – small debts \$322.47
- Voluntary Conservation Agreements: \$3,682.73

# OVERSEAS VISITS UNDERTAKEN

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

# STORMWATER MANAGEMENT SERVICES

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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 2017/18 \$41,348

# COMPANION ANIMALS ACT & REGULATION

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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. There is no contract in place for these services.

In 2017/2018 \$33,130 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 \$24,572 was received. 380 new Companion animals registrations were 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 35 Companion animals seized, 6 were reunited with owners (17%), 18 (51%) were rehomed with an Animal Welfare Organisation, 8 (23%) were rehomed privately and 3 (9%) were required to be euthanased. 138 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. Whilst this Plan is due for review, this has not occurred due to lack of resources.

# 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 15 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 but 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	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	1	0	0	0	0	0	0	0	1
Private sector business	0	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	2	0	0	0	0	0	0	0	2
Members of the public (other)	7	3	0	2	0	0	0	0	12
<b>Total</b>	<b>10</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>

\*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	Total
Personal information applications*	1	0	0	0	0	0	0	0	1
Access applications (other than personal information applications)	9	3	0	2	0	0	0	0	14
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>10</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>

\*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 matters listed in Schedule 1 of the Act public interest against disclosure:**

	<b>Number of times consideration used*</b>
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	3
Excluded information	0
Documents affecting law enforcement and public safety	2
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
<b>Total</b>	<b>5</b>

*\*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 matters listed in table to section 14 of the Act against disclosure:**

	<b>Number of occasions when application not successful</b>
Responsible and effective government	2
Law enforcement and security	0
Individual rights, judicial processes and natural justice	2
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
<b>Total</b>	<b>4</b>

**Table F: Timeliness**

	<b>Number of applications</b>
Decided within the statutory timeframe (20 days plus any extensions)	13
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	1
<b>Total</b>	<b>15</b>

**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
<b>Total</b>	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	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
<b>Total</b>	1

## INSPECTION OF PRIVATE SWIMMING POOLS

Details of inspections of private swimming pools during 2017/2018:

- 6 tourist and visitor accommodation inspections carried out.
- 1 premise with more than two dwellings inspected.
- 33 Compliance Certificates issued.
- 5 Non-Compliance Certificates issued.

## DISABILITY INCLUSION PLAN

The Disability Inclusion Plan supports both Dungog Shire Councils Community Strategic Plan, Delivery Program and aligns with the principles of the Disability Inclusion Act 2014, as well as the NSW Government's Disability Inclusion Plan which specifies four focus areas. Councils actions for 2017/2018 are detailed below:

1. Attitudes and Behaviours
  - Inclusion tent provided at three Shire events.
2. Liveable Communities
  - Extended linkage paths of travel within the public school precinct.
  - Path linkage to accessible parking
  - Improvements to accessible parking spaces
  - Two pedestrian crossings in Dowling Street upgraded
3. Employment
  - Provision of resources or equipment to support area of need.
4. Systems and Processes
  - Investigating resource options.

The image features a scenic landscape with a river, lush green trees, and a blue overlay containing the text "FINANCIAL INFORMATON". The background shows a river flowing through a forested area with tall evergreen trees. In the distance, there are rolling hills under a cloudy sky. A utility pole is visible in the middle ground. The foreground consists of a grassy bank. A semi-transparent blue rectangle is centered over the image, containing the text "FINANCIAL INFORMATON" in white, uppercase, sans-serif font.

# FINANCIAL INFORMATON