



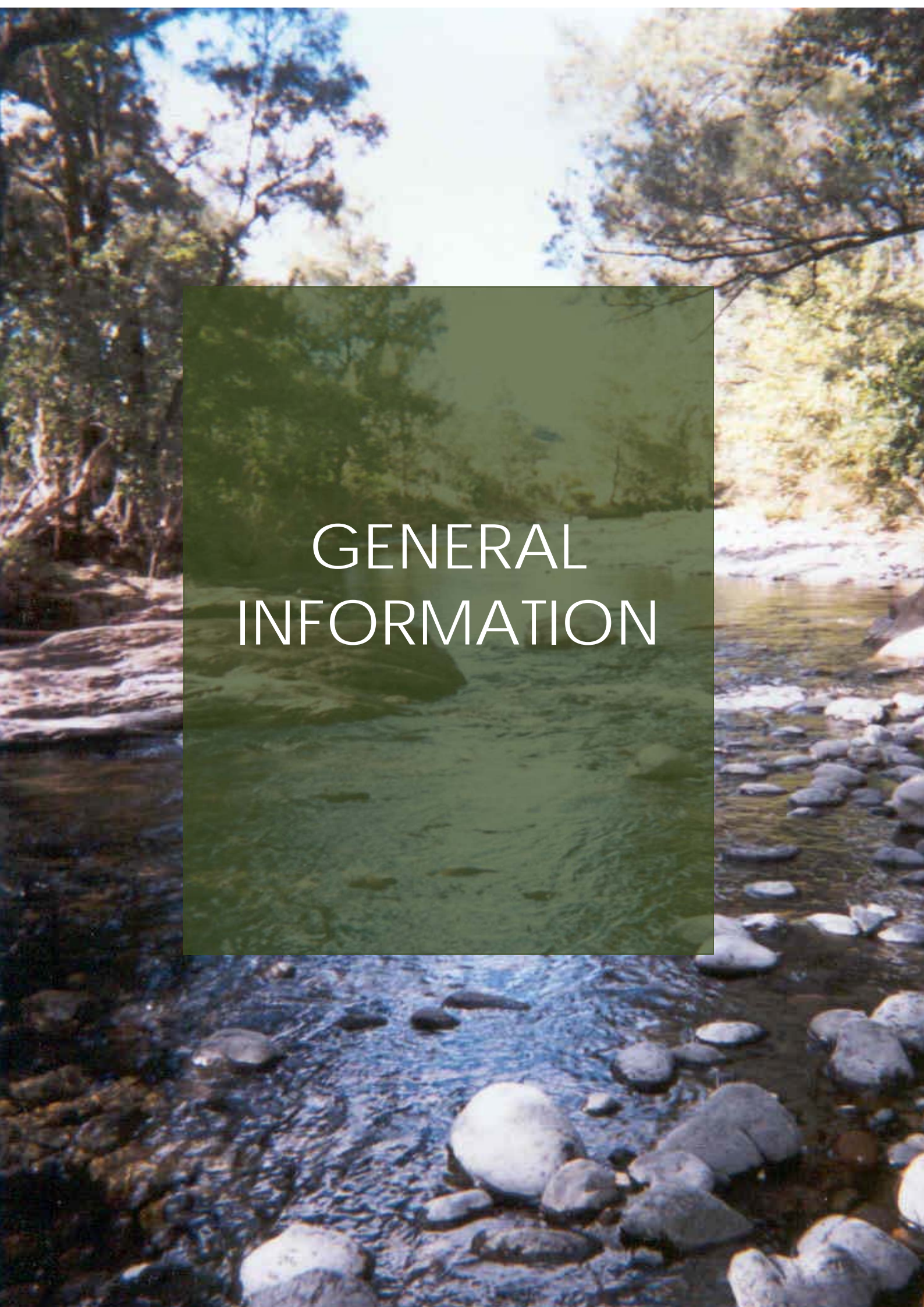
DUNGOG SHIRE COUNCIL

DUNGOG SHIRE COUNCIL

ANNUAL REPORT 2018-2019

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GENERAL INFORMATION

MESSAGE FROM THE MAYOR

As Mayor I am very pleased to present Dungog Shire Council's Annual Report for the financial year ending 30 June 2019. The 2018-2019 period represents an extremely busy and fulfilling time.

I would like to thank the community for engaging with Council over the last financial year as we strive towards financial sustainability. Your feedback has been most welcome.

I would also like to take this opportunity to acknowledge our Council staff and thank them for their dedication and hard work delivering services on a daily basis and supporting our residents, ratepayers, businesses and visitors to the Shire.

This Council remains committed to improving the organisation's financial sustainability, addressing our road and bridge infrastructure backlog and ensuring that Dungog Shire Council is a valued and contributing partner to both State and Federal Government. We have made tremendous inroads in attaining these goals in this past year. In a time of constant political, economic and technological change Council continues to take a strategic and innovative approach to meeting the community's changing needs. In my role as Mayor 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:

- The implementation of a new Developer Contributions Plan, which has led to the freeing up of valuable dollars for infrastructure expenditure around the Shire, including the Clarence Town Sports precinct where Council will match State Government grant funding dollar for dollar;
- The completion of the upgrade to Maitland Road at Paterson;
- Unprecedented levels of grant funding from both the State and Federal Governments, including \$16 million plus for timber bridge replacements and a share of \$20 million for Clarence Town Road and \$8.8 million for Brig O' Johnston Bridge;
- Playing a major role in the State Government's decision to reclassify 15,000km of regional roads, with a promise of prioritisation for Dungog Shire in the process;
- The announcement of an inaugural Council partnership with Hunter Water Corporation to deliver \$50,000 in community grants. This program will now be an annual offering by Council and Hunter Water;
- IPART approval of a Special Rates Variation of 76% over five years, which will increase our capacity to deliver quality services to our community and aligns us more closely with other councils of a similar size and demographic;
- Achieving Fit for the Future status with the NSW Government. This has allowed us amongst other things, to access favourable T-Corp loans at a much better rate than commercial loans. This will save our rate-payers \$600,000 in interest over the life of a loan.

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. As such, I would like to pay tribute to the Dungog Regional Tourism Board, the Dungog Shire Events Committee, the Clarence Town Progress Association and the Dungog District Chamber of Commerce volunteers. I would like to say a particular thanks to 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 further achievements for the Shire in the year ahead.

Tracy Norman
MAYOR



GENERAL MANAGERS OVERVIEW

The 2018-2019 Annual Report documents the performance of Dungog Shire Council over the past financial year. The Annual Report provides a transparent and accessible document for the community that clearly outlines Council's financial and operational performance and also sets the trajectory for the coming year. This document also reflects Council's Community Strategic Plan, Delivery Program and Operational Plan which are also regularly reviewed with the community to determine our future plans and projects.

At Dungog Shire Council we are acutely aware that the decisions made today shape the future of the Shire for generations to come. This year the Council has worked on some significant strategic planning processes which have included a review of our Local Infrastructure Contribution Plan 2019, the adoption of a suite of asset management plans for our public infrastructure, and approval from IPART for a special rate variation over the next five (5) years. We became eligible for loan funding from NSW Treasury which will generate significant cost savings for Council, re-opened the Williams River Holiday Park as a site that accommodates lawful and safe caravanning and camping, entered into funding agreements for the replacement of Tillegra and Summer Hill Bridges, upgraded Webbers Creek Road, and commenced a Plan of Management for the Dungog Showgrounds. For the first time, this year Council offered a community grants program and with funding from Hunter Water as part of their Love Water campaign, we were able to provide \$50,000 in grants to support community groups operating in Dungog. We also assisted numerous community groups and volunteers in staging their events and we are fast developing a reputation as a Shire that hosts quality events such as the Dungog Festival, the inaugural Sculpture on the Farm, Pedalfest, the Clarence Town River Hoe Down, the Garden Ramble and Wallarobba Memorial Hall's annual Oktoberfest. We continue to strive to reduce our infrastructure backlogs and increase investment in asset maintenance and renewal. We have had success with grants from both the Federal and State Government and our special rate variation is aimed at improving our roads and bridges. Importantly for Dungog, and due to Council's lobbying efforts, the NSW Government has committed to taking over the ownership and operational costs of the 124kms of Regional Roads in the Dungog Shire and they also made a pre-election promise to allocate \$16 million to repair and or replace Council's remaining 30 timber bridges.

There have been a number of operational achievements in the 2018/19 period, some of which are noted below:

- ✓ 194 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;
- ✓ \$33,239 was expended on Council's Companion Animal program, including education material;
- ✓ 80 compliance certificates were issued for private swimming pools;
- ✓ 500 trees were provided to the public as part of National Tree Day;
- ✓ 9081 visitors came to the Shire with increases recorded in day-tripper, overnight and international visitors; and
- ✓ 1839.22 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 also benefits Dungog Shire Council via shared opportunities around procurement, assistance with legal services and advice regarding significant environmental matters that affect the Shire.

In closing I would like to acknowledge the strong leadership provided by our Mayor Tracy Norman supported by the Deputy Mayor Digby Rayward and fellow Ward Councillors. I also acknowledge our dedicated staff who work in Infrastructure and Assets, Corporate and Customer Services, Environmental Services, the Planning Branch and the General Manager's Office, who all pride themselves on helping to deliver projects, services and value to our community. It is also important to acknowledge our community and volunteers, who work closely with Council to provide services, feedback and ideas for programs. It is our aim to work even more closely with the community to ensure the work we do continues to be aligned with the needs of the people we serve.

Coralie Nichols
General Manager



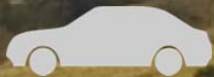
DUNGOG SHIRE AT A GLANCE



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

The **VISION** for Dungog Shire is:

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

The **MISSION STATEMENT** for Council is:

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

DUNGOG SHIRE COUNCIL LOGO



DUNGOG SHIRE MARKETING BRAND



OUR ELECTED REPRESENTATIVES

'A' Ward



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

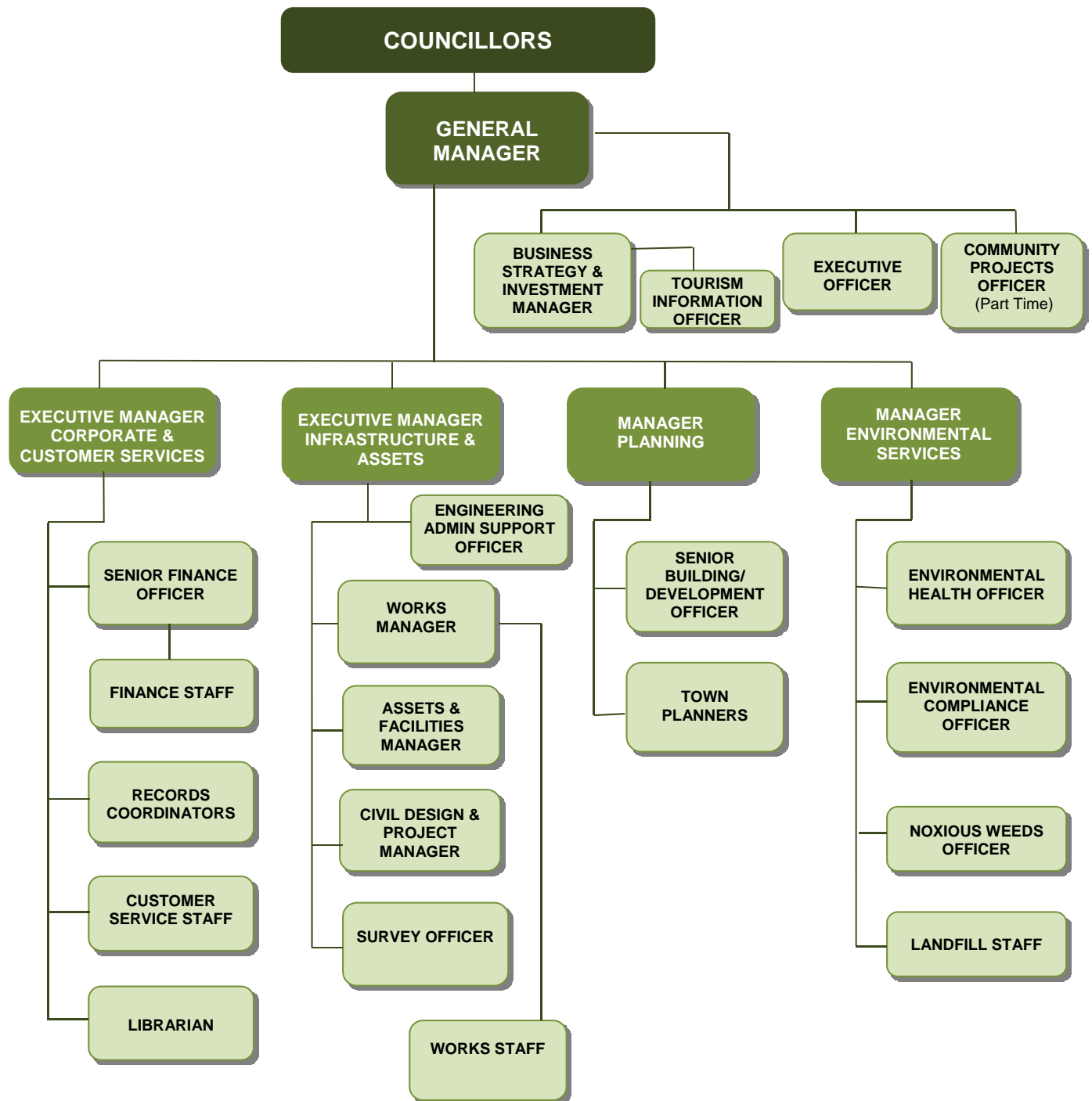


Councillor Kate Murphy



Councillor Glenn Wall

ORGANISATIONAL STRUCTURE





REPORTING ON OUR PROGRESS

DELIVERY PROGRAM IMPLEMENTATION

The following section reflects the Council's progress in terms of implementing the Delivery Program. The Council's Operational Plan is derived from the Delivery Program and the period reported on in the document is from July 2018 to June 2019.

The report on the 2018/19 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	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.1 Better Waste and Recycling Fund	1.1.1 Improve recycling, community engagement and reduce waste generation. Partner/s: HCCREMS, NSW Office of Environment & Heritage	Completion of projects contained in the action table approved by NSW Office of Environment & Heritage.	Projects to the value of \$55,407 were approved by the EPA for 2018-19. This is the 2nd year of a 4 year funding cycle. During the period the funding has been spent on – <ul style="list-style-type: none">– Processing of green waste– subsidising the cost of mattress disposal,– Soft plastics recycling system,– RID Squad membership fees.– Establishing the Responsible Cafes program.
1.2 Involvement and support for regionally based Climate Change Programs	1.2.1 Active member of HCCREMS Partner/s: HCCREMS	# of regional programs actively supported by Council	Unsuccessful grant applications lodged for 14 water refill stations throughout shire
1.3 Climate Change	1.3.1 Work with Hunter Councils to develop and implement regional strategy to address the impacts of climate change Partner/s: HCCREMS	# of regional strategy recommendations implemented	Discussions held with Hunter Councils regarding specialist assistance to implement the Dungog Climate Change Adaptation Plan (2010).
	1.3.3 Promote Climate Change Adaptation programmes to the community	# of programs promoted in the community.	"Beat the Heat" program promoted with posters in Council buildings and throughout the community during period.

Strategy 2: Manage public access and use of natural areas to enhance our environmental experience and to preserve and promote ecological values.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.1 Illegal Dumping	2.1.1 Promote reporting of illegal dumping to Council Partner/s: Hunter RID Squad	# of incidents recorded on RIDONLINE	5 Illegal dumping incidents recorded for the period
	2.1.2 Support regional Illegal Dumping Squad membership and use of RIDONLINE	- # of fines issued - Attendance at RID Squad Meetings	0 Fines issued for period 2 RID Squad meetings attended by MES.
2.2 Pilchers Reserve	2.2.1 Pursue discussions with NSW Government stakeholders regarding the future management of Pilchers Reserve.	Discussions held and outcomes realised in relation to future management of Pilchers Reserve	The committee has not been reformed due to uncertainty over future land management structure. No actions implemented. Informal approach made to NPWS during period regarding transfer of management responsibilities. No response received.

Strategy 3: Support and manage the responsible use of resources including the minimisation of waste and the promotion of recycling practices in homes, work places, development sites and public places.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
3.1 Waste diversion and resource recovery	3.1.1 Waste diversion initiatives at the Waste Management Facility and through other Council waste diversion programs and kerbside recycling service Partner/s: NSW Office of Environment & Heritage	Meeting Office of Environment & Heritage waste diversion targets	OEH reduction targets not required to be met until 2021-22 with diversion target of 70%. Diversion rate for period is an average of approximately 30%. At this time it is not envisaged that the target can be met with current practices.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
3.2 Waste Minimisation	3.2.1 Actively pursue programs that promote and educate the community in regard to waste minimisation.	# of programs initiated.	<ul style="list-style-type: none"> - Single use plastic Free Dungog movement commenced with support from Council - Continued support and promotion of Responsible Cafes project. - Soft plastics drop off points continued to be serviced in 5 locations. Partnership with plastics police continued with 2.64 tonnes of soft plastic collected and diverted for upcycling during the period. - Agreement reached for the establishment of a Cup Rescue program in Dungog. Participation of 15 cafes and commercial/business premises and partnership with Closed loop and &-eleven for upcycling of disposable coffee cups. - Negotiations conducted with Tomra Cleanaway and private business in relation to the establishment of a Return and Earn outlet in Dungog.
3.3 Waste diversion	3.3.1 Provide kerbside collection of recyclables	Tonnes of Recyclables collected	740.72 tonnes kerbside collection transported to Polytrade Gateshead for processing
	3.3.2 Implement waste Diversion Programs at the landfill	Tonnes of waste diverted	1839.22 tonnes- consisting of <ul style="list-style-type: none"> - 740.72 tonnes kerbside recyclables, - 820.28 tonnes scrap metal, - 36.95 tonnes paper, - 5.04 tonnes oil, - 180.99 tonnes Green waste, - 9.62 tonnes mattresses, - 23.86 tonnes co mingled recyclables, - 8.65 tonnes Car batteries, - 3.57 tonnes Gas Bottles, - 7.03 tonnes soft plastics, - 1.7 tonnes agricultural drums

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
	3.3.3 Pursue additional waste diversion options in accordance with markets and technological feasibility.	# of new waste diversion options provided.	<ul style="list-style-type: none"> - Continued partnership in local community initiatives “boomerang bags” and “Single Use Plastic free Dungog” as well as business partner “Plastics police” aimed at reducing use of plastic bags and to provide soft plastics recycling program. - New partnership with Closed loop and 7-Eleven for cup rescue project. - Soft plastics being collected and processed for recycling at waste facility. - Recycling options maintained for metals, gas bottles, car batteries, green waste, paper, mattresses, phones, household batteries, soft plastics, comingled recyclables, oil, agricultural drums.

Strategy 4: Raise public awareness of the responsibilities of landholders regarding management of land

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
4.1 Support Local Land Services	4.1.1 Participate and partner with LLS on local projects. Partner/s: Hunter Local Land Services	<ul style="list-style-type: none"> - # projects facilitated in LGA of which Council is involved as partner or other capacity. - Grant funding for LLS programs received within LGA 	<ul style="list-style-type: none"> - Treatment of African olive on Road sides – Lennoxton Road and Bingleburra road. - Mount Breckin (Vacy) Project-treatment of invasive species African olive and lantana in conjunction with landholders. Council involvement as technical advisor (weed officer) and delivery of information at field days. - Mount Breckin Project value \$100k over 3 years. Council in kind contribution \$3k
4.2 Regional Weed Action Plan	4.2.1 Implement strategies in the Regional Weeds Action Plan.	Compliant with target actions in Strategy.	Actions in WAP 2015-20 are on target - WAP return lodged for 2018/19
	4.2.2 Property Inspections for new weed incursions	Property Inspections per annum	194 inspections during period
	4.2.3 Provision of information in relation to weeds through inspection program, phone enquiries and Councils website.	# of properties inspected.	Weed calendars and other educational material distributed during property inspection
	4.2.4 Local Weeds Committee Partner/s: NSW Agriculture	Committee activity/ programs per annum.	3 meetings held along with one field day.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
4.3 Improve information and links on Council web page	4.3.1 Continually review the use of Council's website in relation to provision of land management and natural resource information. Partner/s: Local Land Services	# of information links and publications on Council's website that are up to date and relevant.	The following updated links were provided on Council's website- Weeds - link to Hunter Central coast weeds Group website. - Algae - Illegal Dumping - Open Burning
4.4 Public field days and information sessions	4.4.1 Facilitate and partner field days with the LLS and other relevant authorities Partner/s: HCRCMA NSW Agriculture	- # of public information sessions provided with Council involvement - # of attendees	Weeds Officer attended Total field days. Field day delivered at Munni in regard to chemical and non chemical treatment of weeds. Approx 50 attendees

Strategy 5: Involve the community in maintaining and enhancing environmental health

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
5.1 On Site Sewage Management	5.1.1 Provision of information in relation to OSMS through inspection program, phone enquires and on Council's website	# of systems failing as a percentage.	10-15%
	5.1.2 Ongoing inspection of onsite sewage management systems across the Shire.	# of septic system inspections.	141
	5.1.3 Ensure new OSMS are designed, installed and maintained in accordance with Council's Policy and the OSMS Development Assessment Framework.	# new septic systems approved	62
5.2 Noxious Weeds	5.2.1 Maintain email database of property owners, stock agents, carriers and agencies to communicate Council activities and weed management advice.	- # of participants in Field Days. - # of times group email system used.	1 field day held during period- approx. 50 attendees Weeds database used once to promote field day
5.3 National Tree Day	5.3.1 Provide trees to local community Groups and Schools	# of trees planted per annum	500 trees distributed to the public for national tree day
5.4 Clean Up Australia Day	5.4.1 Facilitate community group involvement	- # of Groups - Waste collected	4 Groups Approximately 2 tonnes collected

Strategy 6: Ensure that Council's policies and processes adequately protect and enhance our natural environment and biodiversity.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
6.1 Roadside Environmental Management Strategy	6.1.1 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. Isolated projects to address roadside Biodiversity (removal of invasive species) in conjunction with Hunter Councils and LLS carried out in recent years – Removal of African Olive on roadsides at Bingleburra Road and Lennoxton Road.
6.2 Waste Collection Service	6.2.1 Provide waste collection service	<ul style="list-style-type: none"> - # of complaints regarding domestic waste collection service. - Contractors compliance with collection contract requirements. 	<p>Data is received from JR Richards Customer request system in relation to complaints and also Councils CRM System. For this period there were 9 general complaints received by Council and 5 complaints about missed services received by JR Richards.</p> <p>During the period there was an issue of concern regarding the contractor's compliance with contract requirements relating to the bulky waste cleanup. This was resolved through negotiation.</p>
6.3 Landfill Operation	6.3.1 Provide economic and environmentally sustainable Landfill facility	<ul style="list-style-type: none"> - Landfill operating cost per annum - Percentage of waste to landfill - # of complaints regarding environmental impacts of landfill facility. 	<p>Tipping fees received for the 2018/19 year exceeded the budgeted target by 44%, with the cost of operating the waste facility in surplus.</p> <p>Total waste received was 5965.49. 4126.27 Tonnes to landfill 1839.22 Tonnes of waste diverted</p> <p>70% of waste to landfill</p> <p>1 complaint received. Issue rectified</p>
6.4 Noxious Weed Program	6.4.1 Control weeds on public land and within Councils road corridor	Kilometres of roadside treated	2093 km
6.5 Development Control	6.5.1 Environmental impact, Biodiversity and Natural Resource Management considered in all development	<ul style="list-style-type: none"> - # of DA referrals. - # of complaints addressed. 	<p>40 DA Referrals.</p> <p>3 complaints regarding removal of vegetation</p>
6.6 Sewage Facilities in Villages.	<p>6.6.1 Work with Hunter Water and other State agencies to develop sustainable management of effluent disposal in village areas.</p> <p>Partner/s: Hunter Water Corporation</p>	# of meetings held with HWC and other agencies to progress sewer service provision in village areas.	Letter sent (October 2018) from GM to Hunter Water Managing Director requesting consideration to sewerage small villages.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
6.7 Clarence Town Sewer	6.7.1 Enforce sewer connection in Clarence Town.	# of premises not connected to available sewer services.	No further follow up but 10 properties still on database that have not connected to sewer.
6.8 HCCREMS Roadside Marker Program	6.8.1 Include the Regional Roadside Marker Program into Councils Roadside Environmental Management Strategy. Partner/s:HCCREMS	Roadside markers in place Staff training completed.	Markers still in place.
	6.8.2 Train outdoor staff in policy implementation		No staff training conducted.
6.9 Environmental Grants	6.9.1 Apply for grants and carry out work on local projects. Partner/s: Hunter LLS	- # of grants - Amount of Grant money received	1 application lodged under Climate Change program (water refill stations) - unsuccessful.

Strategy 7: Ensure that local waterways and riparian areas are clean and healthy.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
7.1 Erosion and Sediment Control Policy	7.1.1 Take effective measures to limit erosion associated with Council works within the road corridor and public spaces	- Pollution incidents investigated by EPA. - Erosion control measures implemented on Council construction sites.	Nil Erosion control measures taken on all Council controlled sites
7.2 Grant Funding	7.2.1 Partner LLS in local riparian projects Partner/s: Local Land Services	# of projects completed	Partner in Dungog Common Conservation project. Williams River Erosion Management Plan – 1 stakeholders group meeting attended during period
7.3 On-site Sewage Management System inspection and approval program	7.3.1 Inspect existing OSMS to ensure that they are not polluting local waterways	# of inspections carried out	141
	7.3.2 Ensure new OSMS comply with recommended set backs from local waterways and rivers	# 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.
7.4 Reduce Point Source pollution within the LGA Catchments	7.4.1 Facilitate and partner with Hunter Water Corporation in reducing pollution sources within the LGA catchments Partner/s: HWC	# of joint catchment programs implemented with HWC.	Drinking Catchment Assessment Program continued during period but concluded on 30 June 2019 (partnership with PSC and Hunter Water). Final report prepared and delivered to Hunter water. Meetings of Steering Committee held during period.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
7.5 Healthy Rivers	7.5.1 Continue to provide financial support to Dungog High School for river watch program.	Funding provided to assist with cost for restocking of equipment as required.	No approaches made from High school during period
	7.5.2 Collaborate with Hunter Water and other relevant agencies, to take measures to improve river water quality in the Dungog Shire	Measurable improvements in water quality recorded	Member of Williams River Erosion Management Plan stakeholders group. Group aims to improve water quality of Seaham Weir pool. 1 meeting of group held.

Strategy 8: Manage and reduce the impact of weeds and pest animals on the natural environment.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
8.1 Public Education	8.1.1 Support information stand at Total Field Days.	Total Field Days supported.	Weeds officer present at Regional weeds display for 2 days talking to hundreds of attendees.
8.2 Roadside Weeds Treatment Program	8.2.1 Continue a program for management of roadside weeds.	Length of roadsides tracked.	2093 km
8.3 Pest Animal Management	8.3.1 Provide links and information to the community on LLS programs Partner/s: LLS	Effective links and information provided to LLS programs	No links currently provided on website to pest animal information.

Strategy 9: Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues in our Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
9.1 Involvement in HCCREMS	9.1.1 Advocacy role at a regional level with State and Federal Agencies	# of advocacy events with government agencies in conjunction with HCCREMS.	Attendance at 3 Environment Division (Hunter Joint Organisation) Directors forum during reporting period. Other JO facilitated meetings and training attended by staff during the period were- <ul style="list-style-type: none"> - Waste Education X2 - Circular Economy Working Groupx1 - Waste strategy x1 - Biodiversity reforms workshop (2 staff) - Climate Change adaptation Grants workshop - Contaminated land- Underground Petroleum storage systems workshop
9.2 Referral	9.2.1 Referral of local issues and enquiries to appropriate regulatory authority	<ul style="list-style-type: none"> - # of referrals - # of Complaints received where Council is not the Appropriate Regulatory Authority. 	2 2

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
9.3 Underground Petroleum Storage Systems	9.3.1 Provide advice to local operators and ensure appropriate actions are taken by OEH until responsibility is referred to Council on 31 August 2019.	Level of understanding and local compliance	EPA Workshop attended in relation handover of UPSS function. Contaminated land coordinator engaged by Hunter Joint Organisation who will assist council with handover of UPSS responsibilities.
9.4 Communication and Coordination	9.4.1 Work closely with State agencies to improve communication and co-ordination regarding land management issues. Partner/s: NSW Office of Environment & Heritage	# of projects/programs implemented	Roadside weed control project (African Olive) in conjunction with LLS.

Strategy 10: Maintain a strong regional approach to the management of our natural environment

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
10.1 Local Land Services (LLS)	10.1.1 Work with Hunter Local Land Services to ensure regional consistency in the application of the LLS Catchment Action Plan.	# of regional programs in the LGA	Roadside weed control project (African Olive) in conjunction with LLS. Partner in Mount Breckin project with LLS.

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	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.1 Rail services to Dungog	1.1.1 Work with appropriate individuals and community groups to advocate for the retention of direct rail services to/from Newcastle and the North Coast, as well as improving existing services	Effective representation is made for the retention of direct rail services	Rail service to resume to 2014 timetable commencing April 2019.

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	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.1 Work with Dungog District Chamber of Commerce to strengthen the local business community.	2.1.1 Identify opportunities for grants, assistance and other funding for projects and events Partner/s: Dungog & District Chamber of Commerce	- \$ value of grant monies received. - # of activities/events	Ongoing.
2.2 Economic Diversification	2.2.1 Facilitate opportunities for new and innovative businesses in the Shire. 2.2.2 Encourage a diversity of agricultural enterprises throughout the Shire. Partner/s: Tocal College, DPI, LLS	# of business leads identified Identified broadening of diversity in agricultural enterprise	Ongoing. The Mayor and the Agricultural Portfolio Councillors have been preparing for a Future of Farming Forum with key stakeholders across the Shire to identify barriers and opportunities in agricultural enterprises.
2.3 Business Referral and Advisory Services and Startups	2.3.1 Work with Newcastle Business Centre and the Hunter Region Business Hub at Kurri to offer support and advice to local businesses.	# of referrals.	Ongoing.

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
3.1 Attraction of new businesses, investors and residents to the Shire.	3.1.1 Work with the Dungog District Chamber of Commerce, NSW Office of Regional Development and others to promote Dungog Shire as a place to live, work and invest.	# of business start ups in the Shire.	Ongoing.
3.2 Business Liaison	3.2.1 Develop regular business and tourism e-bulletins.	# of bulletins produced.	No bulletins produced in the period.

Strategy 4: Dungog Shire Council to work closely with relevant Chambers of Commerce and Progress Associations to promote and share best business practice, offer platforms to lobby government on behalf of business where required, undertake advocacy for education, transport and health, make representation to government on critical Shire issues, and seek out grant and other funding opportunities.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
4.1 Work with Dungog District Chamber of Commerce to apply for grant funding from State and Federal Government departments and other agencies.	4.1.1 Further development the events industry in Dungog Shire. Partner/s: Dungog & District Chamber of Commerce	\$ value of grant monies received.	No grant monies received in the period.
4.2 Local Business Development	4.2.1 Support the Dungog & District Chamber of Commerce to develop programmes which reward and encourage local purchasing (Buy Local – Sell Local campaign)	# of programmes and incentives.	Buy Local Campaign conducted by the Dungog & District Chamber of Commerce.
4.3 Support the Dungog & District Chamber of Commerce	4.3.1 Support for projects including the Annual Business Awards Dinner.	# of projects supported.	Support provided for the Annual Business Awards Dinner held on Saturday 18 May, 2019.

Strategy 5: Work with Dungog Regional Tourism to develop a strategic approach to growing visitors across the Shire

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
5.1 Dungog Regional Tourism Inc.	5.1.1 Support Dungog Regional Tourism Inc. to develop a Dungog Shire Destination Management Plan that meets the State and Federal Government key requirements for accessing future investment. Partner/s: Dungog Regional Tourism	Destination Management Plan developed	\$299,000 grant secured by DRT with the assistance of Council to upgrade the Dungog Showground, Paterson Showground and Williams River Holiday Park. MOU prepared and scoping for works commenced.
5.2 Visitor Information Centre	5.2.1 To work with Dungog Regional Tourism to support and review the VIC operations and performance delivery for the benefit of visitors and local residents. Partner/s: Dungog Regional Tourism	<ul style="list-style-type: none"> - Feedback from VIC users - # of complaints. - Review completed and reported back to Council. 	<ul style="list-style-type: none"> - Positive feedback on information provided - Area of complaints signage with emphasis on public amenities
5.3 Dungog Regional Tourism Inc.	5.3.1 Support the implementation and review of the Dungog Shire Visitor Economy Plan.	Plan implemented.	No further work has been conducted by DRT in relation to the Dungog Shire Visitor Economy Plan that has involved Council

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
5.4 Barrington Tops Promotion	5.4.1 Work with Dungog Regional Tourism, Midcoast Council, Upper Hunter Council and Singleton Council as well as NPWS, NSW Forests and local operators to promote Barrington Tops and identify opportunities for joint partnerships.	# of partnerships.	Attended meeting to assist and support in promoting and identifying links to our shire

Strategy 6: Encourage a ‘buy local – sell local’ approach to goods and services

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
6.1 Encourage a greater focus on local food production, promotion and sales.	6.1.1 Reinvigorate fresh food trail utilising current technology (Apps, Social Media).	# of events promoting local food production.	Promoting local produce market held weekly in Dungog – Dungog Growers Stall
6.2 Local Business Promotion	6.2.1 Support the Dungog & District Chamber of Commerce to develop programmes which reward and encourage local purchasing.	# of programmes and incentives.	Buy Local Campaign conducted by the Dungog & District Chamber of Commerce

Strategy 7: Develop a unique brand and identity and value proposition for the Dungog Shire to promote local economic growth and tourism development

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
7.1 Destination Marketing and promotion	7.1.1 Update hardcopy and online collateral.	New brand and identity explored.	Web page was upgraded.
	7.1.2 Work on actions in the Dungog Destination Management Plan Partner/s: Dungog Regional Tourism Board	Access to accurate and comprehensive web based visitor information about Dungog Shire.	No further work has been conducted by DRT in relation to the Dungog Shire Visitor Economy Plan that has involved Council
7.2 Local Area Promotion	7.2.1 Maintain media presence and attend trade shows, expo's and other events to promote local area.	<ul style="list-style-type: none"> - Presence on Dungog Radio, Dungog Chronicle and other regional media. - # of events attended/involved in 	<ul style="list-style-type: none"> - Regular Radio presence announcing events, promoting VIC - Member of the radio station

Strategy 8: Identify and develop, in partnership with local business operators, local tourism opportunities with a focus on overnight stay visitors to the Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
8.1 Work with existing, new and proposed businesses to develop new tourism product.	8.1.1 Facilitate the development of new accommodation, attractions, events and other support infrastructure. Partner/s: Dungog Regional Tourism Board	- New products etc, established. - # of visitors to Dungog Shire.	No progress on this activity Visitor numbers to the Shire recorded by VIC
8.2 Promotion of events in Dungog Shire	8.2.1 Review and improve Council's web based and social media tourism information regarding Dungog Shire events. Partner/s: Shire Events Inc. 8.2.2 Works with event organisers to expand the attendance at their event. 8.2.3 Target specific types of events that align with Dungog Shire Destination Management Plan for support and development.	- Access to accurate and comprehensive web based visitor information about Dungog Shire. - # of visitors to Dungog Shire.	- Attend Dungog Shire Events to assist shire events - Regular updates to website - Main contact VIC
8.3 Land Use Planning	8.3.1 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.	To be undertaken as part of the rural lands strategy, comprehensive LEP review and DCP upgrade.

Strategy 9: Improve the availability of telecommunications infrastructure to our communities and visitors

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
9.1 Telecommunications	9.1.1 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 NBN Co.
9.2 Improved mobile phone coverage	9.2.1 Ongoing liaison with Federal Government, carriers and others to advocate for enhanced mobile phone capability within the Shire.	Increased coverage achieved.	Ongoing.

Community and Culture

Strategy 1: Continue to develop programs/initiatives to welcome and support new residents into the Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.1 Meet the Mayor program	1.1.1 Establish a yearly programme	- Program held. - # of people attending.	To be held in August part of LGW activities

Strategy 2: Create options for community participation through volunteerism.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.1 Ongoing links and networks to existing community groups	2.1.1 Provide information, support and links to encourage and maintain participation. Partner/s: local NGOs & community organisations.	Participation and feedback from community groups.	Attended 2 shire network meetings – Child Family Shire Network Attended 3 shire meetings – Youth Interagency Network 22 community based organisation meetings to provide information or support grant applications
2.2 Sec 355 Committee Pack	2.2.1 Finalise Sec 355 Management Committee Information Package.	Information package disseminated to Committees and information sessions held.	Manager Business Strategy & Investment drafted new package and distributed

Strategy 3: Acknowledge and celebrate the contribution volunteers make to the Dungog Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
3.1 Acknowledge and celebrate the contribution volunteers make to the Dungog Shire community	3.1.1 Recognise the knowledge, skills and dedication of our volunteers and their contribution to the success and sustainability of our Shire during Volunteers Week each year	- Event held during Volunteer Week. - # of volunteers attending.	Grant application to hold event was not successful, no event held in 2019
	3.1.2 Acknowledge Council Committees and Management Committees, volunteers with the Rural Fire Service and volunteers at the Visitor Information Centre and Library via regular Council communication channels.		Event for 355 committee, management committees and RFS planned for next period

Strategy 4: Raise public awareness of local activities and events that provide a foundation for community building

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
4.1 Establish email networks and electronic alerts	4.1.1 Established networks to inform, distribute and gather appropriate information.	- Responses - Attendances	Established and updated when contacts provided. Electronic alerts are distributed through following groups- Shire Schools Shire Service Organisations Shire Sporting Organisations Shire Emergency Services Shire Community Groups
4.2 Dungog Events Inc	4.2.1 Continue to provide support to Dungog Shire Events Inc and other events held around the Shire.	- # of meetings attended. - # of events supported.	Attended 3 meetings, supported two grant applications and two events with Accessibility Tent.
4.3 Community Events	4.3.1 Continue to provide support to specific national days/weeks. - Seniors Week - International Disability Day - NAIDOC Week - International Women's Day - Local Government Week - Youth Week	- # events conducted - Participation # - External funding source \$	Sourced funding for following events – Seniors Week – unsuccessful IDPWD – next period NAIDOC week – unsuccessful IWD – supported professional development day for local women (27 attendees) LGW – next period Youth Week Skatepark Graffiti revamp with External funding (\$1300) Clarence Town Skatepark Event
4.4 Australia Day	4.4.1 Assist the Australia Day Committee in hosting an Australia Day event in Dungog.	- Event conducted - # of nominees received.	New award category introduced Environmental Citizen of the Year Event held in James Theatre with 14 nominations received

Strategy 5: Develop and initiate opportunities for greater participation of young people in local community activities.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
5.1 Partnering with existing organisations to run youth appropriate programmes.	5.1.1 Currently running two (2) regular programmes in partnership for youth participation. Partner/s: DSCC, community organisations	- Programme/ initiative held and participation by local youth. - # of young people involved.	- Youth week event held with over 30 participants at Dungog Skatepark - Supported youth initiatives with YDO including Mental Health course

Strategy 6: Foster the cohesiveness of local community groups

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
6.1 Working with local community groups to promote partnerships.	6.1.1 Encouraging local groups to work in partnership with Council and each other to achieve community goals.	# of partnership projects undertaken.	Working with environmental education officer in Shire Schools Working YDO working with two shire based projects Collaboration with grant priorities

Strategy 7: Enhance resident capacity to prepare for and withstand the effects of natural disasters and rapid onset events within the Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
7.1 Emergency Management Strategic Planning	7.1.1 Development of the EMPLAN Partner/s: LEMC	EMPLAN adopted at Regional level.	Complete
	7.1.2 Implementation of the EMPLAN	Engagement has been undertaken.	Engagement has been undertaken.
7.2 Community preparedness	7.2.1 Engage with the community for disaster preparedness and resilience.	Engagement has been undertaken.	Working with EMA & LEMC with regards to Local Recovery Planning & Community Resilience Networks
7.3 Funding	7.3.1 Seek external funding from State & Federal governments to assist with resident capacity to prepare for and withstand the effects of natural disasters.	Funding applications made.	Funding received for the Emergency Operations Centre fit-out (EOC) at the Doug Walters Pavilion

Strategy 8: Seek external funding from State and Federal Government to assist with better engagement and participation by young people in the Dungog Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
8.1 Council Advocacy for young people through grant funding	8.1.1 Continue to source funding opportunities to support engagement and participation for young people	Achievement of additional funds	<ul style="list-style-type: none"> - Secured funding to hold well being event targeting young people - Supported Cyber safety at DPS for both young people and families with DPS P&C - Identified priorities & supported Love Bites program DHS

Strategy 9: Foster and support the cultural life of the Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
9.1 Works in partnership with existing cultural groups and creative industries to maintain, expand and establish cultural opportunities within Shire.	9.1.1 Provide information, funding, venues and links.	# of partnerships.	Establishing links with shire schools to establish a partnership for funding applications for CASP NAIDOC and IWD Supported establishment of Local Reconciliation Group Establishing links with indigenous school support staff
9.2 Development of Dungog Shire Cultural Plan	9.2.1 Working in partnership with existing organisations.	Completed Cultural Plan.	No funding secured to develop plan
	9.2.2 Secure funding to develop plan.		
9.3 Arts Upper Hunter	9.3.1 Continue to financially support the organisation.	<ul style="list-style-type: none"> - # of meetings attended by Councillor delegate - # of events developed for the Dungog LGA. 	Part of email network, forwarded information to community, attended one workshop this period

Strategy 10: Ensure that there are locally available services and facilities to cater for people of all ages.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
10.1 Provision of locally responsive services for people of all ages.	10.1.1 Attendance at networking and advocacy meetings regarding service provision in the Dungog Shire	Services maintained and continued.	Attend meetings as invited and part of various community networks
10.2 Regular reviews/ inspections of Council facilities	10.2.1 Regular inspections of facilities to maintain and improve standard of facilities provided.	<ul style="list-style-type: none"> - # of inspections undertaken by Council staff. - Review of facilities by S355 Committee. 	<ul style="list-style-type: none"> - Facilities including pools, parks, SOA buildings etc, have had improvements as per the Loan Borrowing schedule and Buildings AMP. - Further focus has been placed on reviewing the S355 committee roles and responsibilities. Feedback sort from the committees regarding facility requirements.

Strategy 11: Ensure that community health and safety issues are identified and addressed.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
11.1 Dungog Shire Health Forum held bi monthly.	11.1.1 Council is the chair of Dungog Shire Health Forum to provide opportunities for health issues to be identified.	<ul style="list-style-type: none"> - Meeting attendances - Issues resolved. 	Working to reinstate at request of number community organisations currently working with Dungog Hospital to ensure there is no duplication of the current board and forum objectives.
11.2 Dungog Shire Access Committee	11.2.1 Coordination of the Access Committee and identification of hazards.	<ul style="list-style-type: none"> - Meeting attendances - Issues resolved. 	Currently reviewing charter and objectives for next period
11.3 Provision of Cemetery Services	11.3.1 Administer Cemetery Services in Councils seven cemeteries	<ul style="list-style-type: none"> - # of burials - # of complaints 	28 Burials 12 complaints received
11.4 Food Safety	11.4.1 Carry out inspection of all food outlets	<ul style="list-style-type: none"> - # of inspections - Percentage of premises inspected - # of complaints - # of penalties and improvement notices issued 	51 100% (at end of financial year) 4 Complaints 0 penalties or notices issued
11.5 Communication/ education	11.5.1 Educate staff in food outlets on food hygiene	Usage of Online Training tool – I'm Alert.	Program promoted during inspections - no reporting capability to gauge usage.
11.6 Regional Programs for Food Safety	11.6.1 Participation in Hunter Central Coast Regional Food Group and regional programs	<ul style="list-style-type: none"> - # of regional programs implemented - # of regional meetings attended 	No Regional programs implemented. 1 Food Group meeting attended during period.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
11.7 Health and beauty premises	11.7.1 Carry out inspections of all hairdressing, beauty, skin penetration and mortuary, premises	<ul style="list-style-type: none"> - All premises inspected in relation to risk - # of complaints - # of penalties and improvement notices issued - # of premises inspected 	<p>No inspections carried out</p> <p>0 Complaints received 0 penalties or improvement notices issued</p>
11.8 Communication/ education	11.8.1 Educate staff in health premises outlets on appropriate hygiene practices	# of information sessions and programs	0 education sessions.
11.9 Regional Programs	11.9.1 Participation in Regional Professional forums- <ul style="list-style-type: none"> - Environmental Health Network - Septic Tank Advisory Group - Hunter Councils Environmental Directors Forum - Regional Waste Strategy Group - Regional Weed Strategy Committee - Waste Educators Group 	# of regional programs implemented and regional meetings attended	<ul style="list-style-type: none"> - 3 meeting of Regional Waste Strategy Group - 4 meetings of Regional Waste Educators Group - 3 meeting of Septic Tank Advisory Group plus biannual conference attended - 3 meetings of Hunter Councils Directors Forum. - 4 meetings Regional Weed Strategy Group.
11.10 Companion Animals	11.10.1 Administer Companion Animals Program	<ul style="list-style-type: none"> - # of registrations annually - # of complaints - # of Penalties issued - # of Notices served under the Act 	<p>104 dogs 18 cats for the period</p> <p>144</p> <p>19</p> <p>25</p>
	10.10.2 Provide Companion Animal pound services	<ul style="list-style-type: none"> - # of dogs impounded - # of Dogs euthanased 	<p>26 dogs , 9 cats</p> <p>1</p>
11.11 Provision Ranger Services	11.11.1 Compliance with Companion Animals, Australian Road Rules, Protection of the Environmental Operations Act	<ul style="list-style-type: none"> - # of offences - # of Notices/Penalties Issued - # of Complaints 	<p>14</p> <p>2</p> <p>17</p>
11.12 Stock Impounding	11.12.1 Compliance with Impounding Act	# of Complaints	18
	11.12.2 Remove stock from the road reserve	# of stock impounded	0
11.13 Vehicle impounding	11.13.1 Compliance with Impounding Act	# of vehicles impounded	8
	11.13.2 Impound abandoned vehicles on Council/public land	# of Complaints	26
11.14 Approval of activities under Sec 68 of the Local Govt Act	11.14.1 Inspection of Health premises (Non food or hair/beauty premises.	<ul style="list-style-type: none"> - # of applications - # of approvals 	<p>0</p> <p>0</p>
	11.14.2 Approval of Onsite Sewage Management Systems (OSSMS)	<ul style="list-style-type: none"> - # of applications - # of approvals 	<p>31</p> <p>31</p>

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
11.15 Swimming Pools and Spas Safety Barrier Inspection Program	11.15.1 Implement Councils Program	- # of inspections carried out. - Inspection frequency meets requirements of Swimming Pools Act.	162 Yes
11.16 Public Swimming Pools and Spas	11.16.1 Compliance with Public Health Act.	# of premises registered.	48
11.17 Upgrade cemetery record keeping process	1.17.1 Develop GIS layers for all cemeteries	GIS Layer operational	Historical database completed. Ongoing record keeping in progress GIS layer not operational and is not resourced
11.18 Companion Animals Plan	11.18.1 Review Companion Animals Plan	Plan completed	Plan not reviewed.
	11.18.2 Review provision of lead free areas	# of lead free areas in LGA	Preliminary investigations into additional leash free areas commenced

Strategy 12: Assist community organisations to secure funding and other resources.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
12.1 Grant evening and handbook	12.1.1 Maintain grant handbook for distribution.	# of attendees.	Number of presentations held with individual community organisations, grant evening to be held next period with new rounds of funding
12.2 Work with existing organisations in securing funding for development of their organisations.	12.2.1 Hold regular workshops for grant information etc.	Successful grant applications.	- Working with various organisations across the Shire - 12 applications submitted this period by community organisations with 5 successful with another 3 yet to be announced.
	12.2.2 Distribute information about funding via local media and electronically.		
12.3 Network alerts.	12.3.1 Information about grants and other funding opportunities as well as Council program and activities distributed through local and regional media as well as electronically.	Information distributed.	Updates/Information as received distributed through email alerts and webpage

Rural and Urban Development

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.1 Land Use Planning	1.1.1 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 the reporting period. Rezoning Panel has convened and several new Planning Proposals have been received.
1.2 Land Use Strategy	1.2.1 Investigate the potential benefits of preparing a land release strategy for Rural Residential Lands. Partner/s: Planning NSW	Options paper developed and reported to Council.	Rural Residential to be considered as a component of the Rural Lands Strategy.
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. Partner/s: Office of Environment & Heritage	5 year review of Dungog Standard Instrument LEP. Due 2019.	Rural Lands Strategy will inform the shire wide land use strategy. This flow on to the LEP review in 2019/2020. Work has commenced on the Local Strategic Planning Statement.
1.4 Real Estate Development	1.4.1 Continue to work on the next stage of the Melbee residential subdivision.	Melbee residential subdivision progression.	Ongoing.
1.5 Improve and strengthen Council's relationship with the development industry and other stakeholders.	1.5.1 Improve the accessibility and useability of information available in print, web or through the Development Advisory Panel.	# of times Development Advisory Panel and Rezoning Panel utilized.	Development Advisory Panel has met 17 times in the period
	1.5.2. Engagement and dialogue with neighbouring Councils interested in facilitating shared services/resources to reduce costs and improve efficiencies in service delivery, particularly in Development Services.	Neighbouring Councils engaged and shared services undertaken	Neighbouring Councils not interested in shared services at this time
1.6 Review of Section 7.11 Plan	1.6.1 Consultant commissioned	Adoption of simplified and revised Section 7.11 Plan.	Contributions Plan adopted
1.7 Develop and maintain an appropriate and contemporary manual of engineering standards	1.7.1 Revise the engineering standards listed in Council's Policy Register to reflect contemporary standards and practices.	Review completed and new manual adopted 2018-2019.	Internal reviews have been delayed due to resourcing issues. These standards and associated roads policies are planned to be reviewed in 2019/2020 pending resource availability.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.8 Fire Safety Program	1.8.1 Complete risk evaluation of existing buildings relevant to land use.	<ul style="list-style-type: none"> - # of buildings upgraded to meet fire safety standards. - No. of complaints in respect of fire safety standards. 	Risk evaluation completed. No further work has occurred due to resourcing constraints.
	1.8.2 Commence audit on high risk premises.		
1.9 Update Council's Standard Conditions of Consent	1.9.1 Planning, Engineering and Building Officers will review, modify and augment the current list of Standard Conditions to reflect industry best practice.	Review and adopt industry best practice development conditions to be utilised in the preparation of Development Consents.	Draft Best Practice Planning conditions compiled for staff workshop.
1.10 Provision of 110.7 Certificates and Property Information.	1.10.1 Preparation of zoning certificates in accordance with legislative requirements.	<ul style="list-style-type: none"> - # of 110.7 Certificates issued in a timely manner with minimal returns. - Response times to general written property enquiries is reduced. 	<p>365 - 10.7 Certificates issued in the period.</p> <p>Response times for general property enquiries have improved since May due to the additional planning resource.</p>
1.11 Flood Plain Management Program	1.11 Provide accurate data in relation to asset management and development	# of stages and flood plain management plans completed	<p>Third stage projects for Dungog Flood Study progressing as follows-</p> <ul style="list-style-type: none"> - Early Flood Warning System project public consultation session held and final design adopted by Flood Committee and Council. Procurement process for provision of system is underway. Project due for completion October 2019. - Grant application for Voluntary Acquisition of 3 properties approved in December 2018 and Council resolution to acquire properties. Ongoing over next 3 years. - Grant application for Voluntary House Raising of 4 properties approved in December 2018 and council resolution to participate. 4 property owners have indicated unwillingness to participate at this time.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.12 Grant Funding	1.12 Apply for grant funding from OEH to carry out Flood Plain Management studies	<ul style="list-style-type: none"> - Amount of funding received - # of Plans funded. 	<ul style="list-style-type: none"> - \$70K approved for Early Flood Warning System Project which is partially completed. - Access to Voluntary Acquisition funding pool approved for 3 properties in Hooke Street Dungog. Potential value of \$600K. (Council share \$300K). - Access to funding pool for Voluntary House Raising of 4 properties approved. Potential Value of up to \$200K.(council share \$0) - 3 Projects funded during period which are actions under the Dungog Flood Risk Management Plan
1.13 Maintain and increase Council's Market Share of Contestable Building Activities.	1.13 Construction Certificates and Complying Development Certificates are issued within timeframes comparable with Private Certifiers.	# of Construction Certificates and Complying Development Certificates being issued by Council	There continues to be a high proportion of Construction Certificates and Complying Development Certificates process by Council. Timeframes for processing are comparable and in some instances better than Private Certifiers.
	1.13.2 Greater promotion regarding Council's Building Services through the website	<ul style="list-style-type: none"> - Website usage statistics - Feedback from Building Services users 	<p>No usage statistics available.</p> <p>Positive Feedback from Builders etc</p>

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.1 Consolidate and grow existing urban centres within the Shire.	2.1.1 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 housing 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.
2.2 Strategic Planning	2.2.1 Undertake a Shire Wide Rural Land Strategy to determine the appropriateness of existing rural planning provisions in a regional context.	Preparation of a Draft Rural Strategy.	<p>The Draft Rural Land Use Plan will form part of the Rural lands Strategy.</p> <p>Dept of Primary Industries have held workshops in Dungog LGA during this reporting period to assist in identifying important agricultural land.</p>

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.3 To facilitate aesthetically pleasing and environmentally sustainable development.	2.3.1 Prepare an urban design chapter of Dungog DCP No. 1.	<ul style="list-style-type: none"> - Adoption of urban design chapter which is consistent with Standard Instrument LEP. - Innovative design and building practice information is available on Council's website. 	<p>Draft urban design chapter to be finalised by strategic planner and placed on exhibition</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	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
3.1 Land Development	3.1.1 Continue to promote availability of Council owned industrial land.	# of lots sold.	Ongoing.
3.2 Land Use Planning	3.2.1 Maintain the system to monitor uptake and development of existing commercial and industrial land.	Create an electronic monitoring system.	Given the small amount of vacant industrial and commercial land in Dungog LGA a manual update system continues to be utilised. 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.
	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.	Should a business opportunity be identified Council can consider a Planning proposal for a site in conjunction with a DA.

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
4.1 Improvement in Council's policy framework to enable delivery of high quality development outcomes.	4.1.1 Reviewing Dungog Development Control Plan No. 1 and Council's Planning Policies.	Adoption of a revised DCP which is consistent with the Standard Instrument LEP and industry best practice.	A number of chapters upgraded as part of the DCP No.1 review
4.2 Processing of Development Applications to ensure the ongoing environmental sustainability of the LGA.	4.2.1 Assess Development Applications in accordance with Council's Planning Framework and Environmental Planning and Assessment legislative requirements.	<ul style="list-style-type: none"> - New approved development does not compromise the viability of existing rural and agricultural activities. - Increase in the # of DA's processed within 40 days. 	No evidence of any detrimental impacts on rural and agricultural productivity from new development.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
4.3 Facilitation of environmentally sensitive tourism development.	4.3.1 Prepare a tourism chapter within Council's Development Control Plan to ensure that tourism development is in keeping with the rural character of the area.	<ul style="list-style-type: none"> - Tourism chapter of Dungog DCP developed in consultation with community and local businesses. - Increase in the # of tourist related applications lodged with Council. 	Ongoing.
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.	Ongoing.
4.5 Upgrade of information systems	4.5.1 Upgrade of Council's mapping resources to include a rural capability layer and a vegetation layer to inform future development. Partner/s: HCCREMS	Council's mapping layers enhanced to enable improved strategic planning and environmental assessment.	No enhancement undertaken in the period
4.6 Investigation of Illegal and Unauthorised Development.	4.6.1 Identifications of non-compliant developments through a consents audit process. 4.6.2 Investigations of complaints received from the public.	<ul style="list-style-type: none"> - Education programme developed to highlight to the public the need to obtain consent for certain types of development. - Regularisation of unauthorised Development, where possible. - Greater use of legal mechanisms to restrain environmentally harmful illegal development. 	This will be undertaken as resources allow. A number of Building certificates issued and usage DAs A number of Penalty Infringement Notices issued.
4.7 Representation of Dungog Council in legal matters pertaining to Planning.	4.7.1 Preparation of Evidence for Court proceedings and acting as an expert witness on Council's behalf.	<ul style="list-style-type: none"> - Legal disputes are dealt with in a manner consistent with Council's adopted planning provisions. - Reduction in the # of matters progressing to litigation through the use of mediation and conciliation. 	No additional applications/matters proceeded to litigation during this period.

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
5.1 Local Heritage Fund	5.1.1 Obtaining funding from Heritage Branch of Planning NSW.	# of 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
5.2 Heritage Advisory Service	5.2.1 Provide specialist advice on both strategic and development related heritage matters.	# of community members using the Service and improvement in heritage related development outcomes for buildings and places.	Council has contracted a heritage consultant on an as needs basis to provide comment on DAs.
5.3 To improve the appearance and presentation of urban areas within the LGA, fostering a sense of community pride	5.3.1 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"> - Dowling/Hooke Street (Dungog) roundabout and landscaping works complete. - Maitland Road (Paterson) works complete - Dowling Street (Dungog) road works and landscaping (between Mary & Mackay Street) is in the public consultation phase with works to commence in 2019 - Further CBD Main Street Placemaking consultation has also been undertaken with successful grants for Dowling Street
5.4 Increased local heritage awareness of indigenous Australians in Dungog Shire.	5.4.1 Seek grant funding to engage with local indigenous people and the relevant Land Councils for information on their history within the Dungog Shire. Partner/s: Local Aboriginal Land Councils	Greater understanding and documentation of the role of indigenous Australians in the history of the Dungog LGA.	Unsuccessful with NAIDOC grant which was to support a workshop on shire history and protocols.

Recreation and Open Space

Strategy 1: Apply for a Special Rate Variation to the NSW Government via the IPART process with the specific purpose of creating general revenue opportunities for Dungog Shire Council to fund recreational maintenance and upgrades in the Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.1 Community Engagement	1.1.1 With regard to funding recreational maintenance and upgrades undertake further community meetings and consultations across the Shire to outline the proposed SRV level and impact that has been determined by the Council.	Community Meetings Undertaken	Community engagement meetings undertaken during July 2018.
	1.1.2 Continue to utilise the Community Reference Panel for in depth consultation regarding the SRV proposal and funding public infrastructure	Community Reference Panel engaged	Community Reference Panel was engaged and their input was invaluable during the final Community Consultation meetings.
1.2 Make application to the NSW Government via the IPART process for a Special Rate Variation	1.2.1 Notify the IPART of Council's intent to apply for a Special Rate Variation	Notification to IPART is undertaken.	Notification sent to IPART 21 November 2018.
	1.2.2 Make Application to the NSW Government via the IPART process for a Special Rate Variation	Application is made	Application submitted on time in February 2019.

Strategy 2: Ensure that community assets and facilities and public infrastructure are planned for, improved and maintained to a reasonable standard.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.1 Asset Management	2.1.1 Development and implementation of Council's Asset Management Plan	Asset Management Plans are developed and implemented.	Asset Management Plans reviewed, exhibited and adopted
	2.1.2 Development of new Sec 7.11 Contributions Plan	New Sec 7.11 Plan is developed and implemented.	New S7.11 and S7.12 Plan adopted and implemented
	2.1.3 Ensure Plans of Management are improved and maintained to reflect current issues and community needs	Plans of Management are reviewed and reported to Council	Plans of Management review for Council Buildings and Council managed Crown Lands has commenced.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.2 Sporting Grounds	2.2.1 Support Council's Management Committees	Management Committees regularly report to Council	Regular reporting undertaken where applicable
	2.2.2 Seek ongoing 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
2.3 Asset Maintenance	2.3.1 Maintain facilities and assets within budgetary limitations.	Facilities are maintained within budgetary restraints	Facilities are being maintained within budgetary restraints
2.4 Infrastructure Planning	2.4.1 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.
2.5 Funding	2.5.1 Seek external funding from both State and Federal Governments to assist with better planning and provision of recreation and open space facilities within Dungog Shire	Grant applications are made Council lobbies both State and Federal Government for funding of public infrastructure Value of grant funding received per annum \$.	Multiple grants applied for with funding of approx \$1.6M received for Clarence Town Sporting Facility, Bennett Park, Dungog Showground and Dungog Netball. Further \$60,000 also received for Coronation Park upgrade.

Strategy 3: Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
3.1 Asset Management	3.1.1 Development and implementation of Council's Asset Management Plan	Asset Management Plan is developed within budgetary constraints	Asset Management Plans for Buildings reviewed, exhibited and adopted by Council.
3.2 Sporting Grounds	3.2.1 Support Council's Management Committees	Management Committees regularly report to Council	Minutes of meetings being regularly provided to Council
	3.2.2 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
3.3 Plans of Management	3.3.1 Ensure Plans of Management are improved and maintained to reflect current issues and community needs	# 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. Reviews of Dungog Showground and Paterson Sportsground to receive initial focus.
3.4 Infrastructure Planning	3.4.1 Undertake a capacity audit of existing sporting and recreational facilities. Partner/s: NSW Sports and Recreation	Plan developed and reported to Council that will support future demands of open space.	Not undertaken at this time.

Strategy 4: Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
4.1 Sporting Facility Maintenance	4.1.1 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 with review process currently being undertaken.
4.2 Weed Eradication	4.2.1 Spraying of Bindii and Clover weeds on sportsfields.	Annual spray programme undertaken.	Annual spray undertaken
4.3 Park Playground Inspections	4.3.1 Inspected monthly.	# of Playgrounds Inspected on a Monthly basis.	All playgrounds (15) inspected on a monthly basis. Full facility audit also scheduled for July 2019.
4.4 Park Mowing	4.4.1 Mowing undertaken on a rolling programme.	All parks to be mowed once per month or as seasonally required.	Parks being mowed as seasonally required
4.5 Sporting Ground Mowing	4.5.1 Mowing undertaken on a rolling programme.	All parks to be mowed twice per month or as seasonally required.	Sporting grounds mowed as seasonally required
4.6 Swimming Pools Contractor Management.	4.6.1 Monitoring of contractor performance and compliance with Public Health requirements.	<ul style="list-style-type: none"> - # of non-compliances with contract. - # of complaints received directly by Council. 	<p>Nil non-compliances observed</p> <p>Nil complaints received</p>

Strategy 5: Review the provision of improved camping and caravan facilities throughout the Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
5.1 Review of camping/ caravanning facilities	5.1.1 Review the provision of areas for caravanning and camping throughout the Shire.	Review completed and reported to Council.	Review currently being undertaken.

Strategy 6: Encourage and support a diversity of sporting and recreational activities throughout the Shire

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
6.1 Asset Maintenance	6.1.1 Maintain and promote the use of recreational and sports facilities.	Grounds facilities are maintained to seasonal requirements within budget limits.	Grounds facilities being maintained to agreed standards within budgetary constraints
6.2 Sporting diversity	6.2.1 Continue discussions with the Office of Sport in relation to the promotion of various sporting activities	Establishment of sports development days for the schools.	<ul style="list-style-type: none"> - Sport development days have been held during school holidays with various codes of sport participating - There was no development day held this period due to insufficient registrations

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
6.3 Funding Programs	6.3.1 Conduct annual workshops in relation to sporting grant funding.	Annual Workshop held.	- Regular workshops are held with various sporting codes - Annual grant workshop was held previous period including grant applications
6.4 Sporting Facility Maintenance	6.4.1 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
6.5 Equity of use	6.5.1 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.
6.6 Pricing	6.6.1 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.
6.7 Accessibility	6.7.1 Implement the actions as identified within the Councils Disability Inclusion Plan that are relevant to Councils Sport & Recreation facilities.	# of actions implemented.	Two infrastructure grants successful providing the ability to implement Strategy 3 Liveable communities
6.8 New Section 7.11 Plan	6.8.1 Develop Section 7.11 Plan for developer contributions that is achievable and reflects the increased need for community facilities within individual districts generated by development	New Section 7.11 Plan developed.	New S7.11 and S7.12 plans developed and adopted.

Strategy 7: Ensure that appropriate access to public land is maintained

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
7.1 Access to Public Lands	7.1.1 Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for and accommodate a diversity of uses and interests.	# of formal letters issued to Agencies in relation to complaints received by Council.	Ongoing.
7.2 Cemeteries Mowing	7.2.1 Mowing undertaken on a rolling programme.	General Cemeteries to be mowed quarterly. Lawn Cemetery to be mowed bi-month.	Targets met for period

Strategy 8: Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
8.1 Tourist Infrastructure	8.1.1 Continue to lobby National Parks & Wildlife Service and Forestry Corporation of NSW to upgrade visitor amenities, signage, camping infrastructure and interpretative facilities.	# of visitors to the areas managed by NPWS & Forestry Corporation of NSW	<ul style="list-style-type: none"> - Direct Communication with NPWS of signage to assist VIC with promoting camping within Forest - Ongoing discussion regarding improvements or closures

Public Infrastructure & Services

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.1 Council Advocacy	1.1.1 Lobby State and Federal Governments for allocation of additional funding for local road upgrade and maintenance.	Additional funds secured for road upgrades.	Lobbying of State and Federal Governments is a continual process.
1.2 Road Asset Management Policy and Plans	1.2.1 Review and update Council's Road Asset Management Policy and Plans	Policies and Plans are reviewed and adopted by Council	Transport Asset Management Plan reviewed, exhibited and adopted by Council.
1.3 Unsealed Rural Road Network Review	1.3.1 Review the Unsealed Road Network to provide improved equity for residents	Unsealed Rural Road Network is reviewed and reported to Council	Funding allocated. Review to be undertaken as resources allow.
1.4 Funding	1.4.1 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
1.5 Road Safety	1.5.1 Undertake road safety audits across the Shire. Partner/s: Roads and Maritime Services	% age of road network reviewed.	Regional Road Network – Nil safety audits but a day/night signage audit undertaken on 50km Regional Roads. Local Road Network - Nil
1.6 Road Funding	1.6.1 Development of Route Access Strategy documents for the balance of Council's Regional Road Network.	<ul style="list-style-type: none"> - Route Access documents developed and reported to Council. - Priority projects are known by the community and Government. 	Route access works commenced with RMS in late 2018 Priority works identified and provided to government for lower trafficked Regional Roads
1.7 Timber Bridge Upgrades	1.7.1 Development of a Timber Bridge replacement program.	<ul style="list-style-type: none"> - Program developed - Program implemented 	Replacement Program developed and provided to all levels of government

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.1 Provide ongoing support to NSW Police Service through a range of networks.	2.1.1 Participate in Community Safety Precinct Committees.	<ul style="list-style-type: none"> - Attendance at quarterly meetings. - # of alcohol related incidents. - Impact of event on local community 	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. Partner/s: NSW Police Association		Ongoing.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
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. Partner/s: NSW Police Association	Increased local Police numbers within the Shire.	Clarence Town policing is an ongoing issue.
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. Partner/s: NSW Police Association	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. Partner/s: NSW Police	Local Area Command trends reflect a higher level of reporting to PAL.	Supporting community area command meetings throughout the shire – 3 held this period; Vacy Gresford and Clarence Town

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
3.1 Health Services	3.1.1 Host quarterly Health Forums with HNEH and NGO's.	Health Forums conducted.	Health Forums are currently in recess.
3.2 Increase awareness of the Health Services that are available within the Shire.	3.2.1 Support development of suitable promotional material.	Promotional material disseminated through community.	Supported Community health day at Dungog Preschool open to both preschool families and wider community.
	3.2.2 Provide information through Council's website.		
	3.2.3. Participation in the Hunter New England Health Local Health Committee (Dungog Branch) Partners: HNEH	Attendance at Committee meetings Advocacy/support for availability of health services within the Dungog Shire Community awareness of available health services	Meetings attended where possible

Strategy 4: Ensure our local bridge network is safe and able to accommodate heavy vehicle load requirements

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
4.1 Bridge Assessments	4.1.1 Undertake Bridge inspections on a regular basis	All bridges are inspected once per annum	Inspection program being met
	4.1.2 Undertake load assessments on bridges where identified by bridge inspections and/or for heavy vehicle route assessments	Load assessments are undertaken as required	Load assessments undertaken where identified
	4.1.3 Install and monitor load restrictions on bridges where the need is identified	Load restrictions implemented where required Load restrictions are monitored	Load restrictions implemented and monitored as required
4.2 Timber Bridge Upgrades	4.2.1 A timber bridge replacement/upgrade program is developed	A timber bridge replacement/upgrade program is developed	Replacement Program developed and provided to all levels of government
	4.2.2 Timber bridges are upgraded or replaced to meet current load standards	# of timber bridges upgraded or replaced	Three Bridges (James, Wheelabout and Bullockeys) replaced with concrete structures
4.3 Community Consultation	4.3.1 The community is consulted with respect to the timber bridge replacement/upgrade program	Community consultation is undertaken and ongoing	Community consultation was undertaken regarding the timber bridge issue and has been ongoing by means of the SRV meetings and Timber Bridge newsletters.
4.4 Funding	4.4.1 Grants are applied for from both State and Federal Government	# of grant applications made # of successful applications	Fixing Country Roads application made for Tillegra bridge and successful for 50% funding. Bridges renewal funding approved for 50% contribution to replacement of Tillegra and Summerhill Bridges.
	4.4.2 Council sources funding for matching grants where required	Funding is sourced to match grant funding where required	Funding is sourced to match grant funding where possible.
	4.4.3 Council engages with the State and Federal Governments for improved funding for timber bridge replacement	The Council lobbies both State and Federal Government for improved funding for timber bridge replacement	Council continually lobbies both State and Federal Government for improved funding for timber bridge replacement

Strategy 5: Improve the provision of transport services to communities within the Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
5.1 Rail Services.	5.1.1 Lobby State Government to ensure that local passenger rail services are maintained and improved.	General Public Access to rail services is retained.	Rail service to resume 2014 timetable commencing April 2019
	5.1.2 Lobby State Government for improved accessibility at local stations.	Station upgrades are undertaken.	Ongoing.
5.2 Community Transport.	5.2.1 Continue to support Dungog and District Neighbourcare in relation to community transport needs.	Funding levels to Neighbourcare are maintained.	Supporting applications with Neighbourcare for ongoing community transport

Strategy 6: Ensure that community assets and facilities and public infrastructure are maintained and improved to a reasonable standard.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
6.1 Water/Sewer	6.1.1 Ongoing participation with the Hunter Water Community Consultative Committee	Attendance at meetings.	Mayor attends on behalf of Council.
6.2 Unsealed Road Grading	6.2.1 Maintenance grading works as per Council's adopted programme.	% of programme completed.	Program complete.
6.3 Rural Local Sealed Roads Shoulder Grading	6.3.1 Shoulder grading undertaken as required.	Minimum 5% by length of Rural Local Sealed Roads are shoulder graded.	5.5km or 2% of Local Rural Sealed Road network shoulder graded
6.4 Rural Regional Roads Shoulder Grading	6.4.1 Shoulder grading undertaken as required.	Minimum 7.5% by length of Rural Regional Sealed Roads are shoulder graded.	10.5km or 8.5% of Local Rural Sealed Road network shoulder graded
6.5 Rural Local Sealed Roads – Roadside Slashing	6.5.1 Slashing undertaken on rolling programme.	All sealed Rural Local Roads slashed twice per annum or as seasonally required..	Slasher programme undertaken to meet seasonal conditions
6.6 Rural Regional Roads – Roadside Slashing	6.6.1 Slashing undertaken on rolling programme.	All Regional Roads slashed three times per annum or as seasonally required.	Slasher programme undertaken to meet seasonal conditions
6.7 Construction and Rehabilitation Works	6.7.1 Works undertaken as funding allows.	% of annual rehabilitation and construction funding spent.	All current year projects complete. Some projects are multiple years due to funding arrangements.
6.8 Rural Local Sealed Roads - Resealing	6.8.1 Resealing undertaken as per Council's programme.	Minimum 3% by length of Rural Local Sealed Roads are Resealed.	3.1% of Rural Local Sealed Roads resealed (by length)
6.9 Regional Roads – Resealing	6.9.1 Resealing undertaken as per Council's programme.	Minimum 3% by length of Rural Regional Roads are resealed.	3.2% of Rural Regional Sealed Roads resealed (by length)

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
6.10 Urban Local Sealed Roads – Resealing	6.10.1 Resealing undertaken as per Council's programme.	Minimum 3% by length of Rural Local Sealed Roads are resealed.	3.0% of Urban Local Sealed Roads resealed (by length)
6.11 Concrete Footpath Inspections	6.11.1 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.	Concrete footpath inspection programme being met.
6.12 Public Toilet Inspection and Cleaning	6.12.1 Undertaken twice per week.	Maintenance schedule is met.	Public toilet cleaning/inspection programme being met
6.13 Street and Gutter Clean	6.13.1 Undertaken twice per week in Dungog.	Maintenance schedule is met.	Street and gutter cleaning programme being met
6.14 Guardrail	6.14.1 Guardmesh is replaced as funding allows – generally as part of rehabilitation works.	Length of guardmesh replaced.	1,437m of guardrail has been installed

Strategy 7: Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
7.1 Emergency Management	7.1.1 Review of EMPLAN	EMPLAN Reviewed	EMPLAN reviewed and adopted at Regional Level
	7.1.2 Implementation of EMPLAN	EMPLAN Implemented	EMPLAN continuing to be implemented
7.2 Emergency Services	7.2.1 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
7.3 Sewerage Services	7.3.1 Continue to advocate for the provision of reticulated sewerage to the villages of Paterson/Vacy/Gresford.	Recognition within the Hunter Water long term Capital Works Program.	Ongoing.
7.4 Aged accommodation	7.4.1 Maintain Alison Court units to an acceptable standard.	No. of complaints less than 5 per annum.	10 Customer Service Requests received for minor issues
7.5 Bike Plan	7.5.1 Review and update Council's Bike Plan.	Bike Plan endorsed by Council and strategies	Bike plan last reviewed July 2011. Agreement to review Bike Plan as a result of the Dowling Street Road Rehabilitation Project and Dungog Township Revitalisation Action Plan.
7.6 Infrastructure & Services Gap Analysis.	7.6.1 Undertake a gap analysis in consultation with the community and current service providers.	<ul style="list-style-type: none"> - Consultation undertaken - Gap analysis is reported to Council. 	No gap analysis undertaken at this time

Strategy 8: Advocate for improved rail services in the Dungog Shire

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
8.1. Rail Services.	8.1. Lobby State Government to ensure that local passenger rail services and timetables are appropriate, maintained and improved	General Public Access to rail services is retained	Rail service resumed 2014 timetable commencing April 2019

Strategy 9: Ensure that community assets, facilities and public infrastructure are planned for, improved and maintained to a reasonable standard

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
9.1 Asset Management	9.1.1 Development and implementation of Asset Management Plans.	Asset Management Plans are implemented.	Reviewed and adopted.
	9.1.2 Development of new Sec 94 Contributions Plan	New Sec 94 Plan is implemented.	New S7.11 adopted by Council
	9.1.3 Review of Plans of Management for community facilities.	Plans of Management are reported to Council	Plans of Management review for Council Buildings and Council managed Crown Lands has commenced with the Dungog Showground.
9.2 Asset Maintenance	9.2.1 Maintain facilities and assets within budgetary limitations.	# of complaints received.	19 Building Customer Service Requests received for mostly minor issues
9.3 Funding	9.3.1 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. Funding of approx \$1.6M received for Clarence Town Sporting Facility, Bennett Park, Dungog Showground and Dungog Netball. \$434,000 for Dungog Main Street development
9.4 Community Facilities	8.4.1 Review the quantity, locality and accessibility of public toilets within the Shire.	Report submitted to Council and Capital Works Program developed.	No formal review undertaken at this time

Strategy 10: Apply for a Special Rate Variation to the NSW Government via the IPART process with the specific purpose of creating general revenue opportunities for Dungog Shire Council to fund public infrastructure maintenance and upgrades in the Shire, with a keen focus on the road and bridge network.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 31 DECEMBER 2018
10.1 Community Engagement	10.1.1 With regard to funding public infrastructure maintenance and upgrades undertake further community meetings and consultations across the Shire to outline the proposed SRV level and impact that has been determined by Council.	Community Meetings Undertaken	The final Community Meetings were undertaken in July 2018.
	10.1.2 Continue to utilise the Community Reference Panel for in depth consultation regarding the SRV proposal and funding public infrastructure.	Community Reference Panel engaged	Community Reference Panel was engaged and their input was invaluable during the final Community Consultation meetings.
10.2 Make application to the NSW Government via the IPART process for a Special Rate Variation.	10.2.1 Notify the IPART of Council's intent to apply for a Special Rate Variation	Notification to IPART is undertaken.	Notification sent to IPART 21 November 2018.
	10.2.2 Make Application to the NSW Government via the IPART process for a Special Rate Variation	Application is made	Application process well underway for submission in February 2019.

Council Governance & Finance

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
1.1 Councillor representation	1.1.1 Councillors maintain relationship with key Management Committees.	Councillors attendance at meetings.	Councillors attend meetings when available.
1.2 Councillor access information provided on website.	1.2.1 Web page information maintained.	Information is current.	Councillors access information up to date.
1.3 Councillor 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.
1.4 Mandatory Councillor training	1.4.1 Ensure information disseminated in a timely manner.	# of Councillors that attend.	No mandatory Councillor training undertaken in this period.
1.5 Enhance opportunities for Councillors to participate in professional development activities.	1.5.1 Professional development opportunities identified.	<ul style="list-style-type: none"> - # of Councillors who undertake professional development activities. - Community satisfaction with Councillors performance. 	LGNSW circulars provided to Councillors to enable them the opportunity to partake in training if desired. Code of Conduct training provided for Councillors. LGNSW opportunities for training provided to Councillors.
	1.5.2 Assessment of individual Councillors key competencies. Partner/s: LGNSW		

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
2.1 Governance – Meetings.	2.1.1 Review and adopt Council's Code of Meeting Practice after Council elections.	# of items referred to Closed Session.	8 items referred to Closed Session.
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.
2.3 Governance – Public Access	2.3.1 Continue to fulfil 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	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
3.1 Mayoral Update	3.1.1 Mayoral Updates 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 a contact list.
3.2 Maintain relationship with the media	3.2.1 Media releases prepared on issues as they arise.	# of press releases issued per annum.	Press releases issued as matters arise.
	3.2.2 Staff respond to media requests for interview/feedback.	# of media interviews undertaken.	Media interviews undertaken as required.
3.3 Review Community Engagement Strategy	3.3.1 Community Engagement Plan.	Strategy reviewed and reported to Council.	Community engagement undertaken as part of the Community Strategic Plan Review and special variation community consultation. Entered into a contract with C7SEVEN Communications to enhance Council's engagement with the community via media, on-line presence, customer surveys, branding etc

Strategy 4: Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan 2030

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	
4.1 Governance – Corporate	4.1.1 Review of Council's organisational structure after Council elections.	Organisation structure adopted by September 2018.	Completed.
	4.1.2 Annual review of General Managers performance.	Performance review undertaken.	Completed.
4.2 Governance - Corporate Brand	4.1.2 Review Dungog Shire Council's brand and reputation in accordance with the aspiration of Council's Community Strategic Plan 2030	Review completed with Council	Ongoing.

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
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.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
5.5 Investments	5.5.1 Investigate the feasibility of outsourcing the management of Council's investment portfolio to third party.	Report submitted to Council following evaluation.	Preliminary meetings conducted with third parties.
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 for Council's consideration.	Complete – base line 10 year financial plan developed on current data together with additional scenarios. Community consultation undertaken and scenarios submitted with councils special rate variation application.
5.7 Financial Sustainability	5.7.1 Consult with the community on the need for a Special Rate Variation to ensure Council's financial sustainability over the long term.	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. Financing strategy for infrastructure renewal developed and submitted to IPART within councils successful special rate variation application.
	5.7.2 Develop a long term financing strategy to fund renewal of infrastructure including additional Special Rate Variations and borrowings.		

Strategy 6: Review of Council's Workforce Management Plan to ensure Council has the right employees, with the right skills, to deliver the services required by the community, both now and in the future in accordance with the Dungog Shire Council Delivery Program 2018-2022.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
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.	Complete
6.3 Employee Relations	6.3.1 Maintain funding for Council's Employee Assistance Program.	Budget commitment.	Complete
6.4 Governance – Policy Development	6.4.1 Development of a suitable range of Human Resource policies to assist staff.	Policies submitted to Council by 30 June 2019.	Ongoing – policies being reviewed and developed by Council's Senior Human Resources Advisor.
6.5 Governance – Workforce Strategy	6.5.1 Implement strategic initiatives within Council's Workforce Strategy.	Six monthly report to Council.	Workforce Plan completed within Resourcing Strategy

Strategy 7: Council maintains a regional outlook and seeks opportunities for strategic alliances with neighbouring councils.

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
7.1 Hunter 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.
	7.1.3 Representation on professional network groups by staff with regional advocacy matters being reported through to GMAC	# of regional advocacy matters addressed	Staff attending professional networks as required.
7.2 Strategic Services Aust Ltd	7.2.1 Ensure that the business activities of the company protect the interests of the shareholders.	Annual report to shareholders.	Annual Financial Statements distributed.
7.3 Resource Sharing	7.3.1 Engagement and dialogue with neighbouring councils interested in facilitating shared services/ resources to reduce costs and improve efficiencies in service delivery.	# of resource sharing initiatives Council involved in per annum.	Ongoing – currently involved in resource sharing initiatives for Library services, ICT Strategic Planning, Waste, RID squad and Risk Management initiatives. Discussions continuing with neighbouring council's regarding formulation of possible strategic alliances.

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
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.	The Mayor and General Manager met with: <ul style="list-style-type: none"> – The NSW Minister for Regional Transport and Roads, Mr Paul Toole MP; – The NSW Minister for Local Government, Ms Shelley Hancock MP; – The Minister for Agriculture and Western New South Wales, Mr Adam Marshall MP; – Nationals Member for the Upper Hunter Mr Michael Johnsen MP; – The Federal Member for Lyne, Dr David Gillespie MP.
	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	The Mayor and General Manager met with Director Hunter Regional Coordination Branch, NSW Premier and Cabinet during the reporting period.

Strategy 9: Communities across the Shire have access to a range of communication formats for receipt and exchange of information

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
9.1 Corporate Support – Information Systems	9.1.1 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.	Complete Authority upgrade complete
	9.1.2 Monitor Council's managed services provider to ensure system outages /downtime meets service agreement.	Downtime less than 1% of annual working hours.	Complete
	9.1.3 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 and environmental staff.
	9.1.4 Maintain an online presence.	Council's website accessible 95% of time.	Website accessible 95% of time.
	9.1.5 Monitor information uploaded to Council's website.	Nil complaints in relation to copyright/privacy breaches.	Nil complaints received

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

PROGRAM / ACTIVITY	CURRENT ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2019
10.1 Governance – Records Management	10.1.1 Safeguard Council's records and meet legislative responsibilities.	<ul style="list-style-type: none"> - % of records held in record repository. - Compliance with State Records Act. 	65% held in complying storage. Ongoing
10.2 Governance – Risk Management	10.2.1 Undertake annual Public Liability and WHS Audits	<ul style="list-style-type: none"> - Audits undertaken. - Improved performance. 	Complete
	10.2.2 Attend regional risk management meetings and disseminate information to relevant staff.	80% of meetings attended.	Complete
	10.2.3 Maintain Council's insurance portfolio.	Insurance renewed annually within timeframe	Complete
	10.2.4 Monitor Council's workers compensation claims.	<ul style="list-style-type: none"> - Claims are monitored and RTW programs implemented. - Workers Compensation Premium is monitored and minimised where possible. 	Complete
	10.2.5 Monitor Council's Return to Work programmes.	# of employees with greater than 5 days lost time per annum.	1 employee with greater than 5 days lost time.
	10.2.6 Lead the organisation in respect of new online risk register database.	Completed 30 June 2019.	Statewide Mutual no longer maintaining their CIMS system.
	10.2.7 Development and review of business and continuity plan.	<ul style="list-style-type: none"> - Completed 30 June 2019. - Business continuity plan tested annually. 	Business continuity ensured through cloud operating environment and data centres. Documented plan to be developed.
10.3 Corporate Support - Service NSW Agency	10.3.1 Ensure Service NSW payments agency is operational during Council opening hours	Trained staff available to meet operational requirements	Complete
	10.3.2 Comply with Service NSW performance and statutory expectations.	Nil Deficiency/Compliance reports.	Nil reports received to date.

A scenic landscape featuring a river or lake in the foreground, surrounded by lush green trees and vegetation. In the background, rolling hills are visible under a cloudy sky. A dark green rectangular overlay is positioned in the center of the image, containing the text "STATUTORY REPORTING REQUIREMENTS" in white, bold, sans-serif capital letters.

STATUTORY REPORTING REQUIREMENTS

LEGAL PROCEEDINGS

Legal Costs – Legal Advice

Planning Department - \$113,826
Environmental Services Department - \$1,325
Corporate Services Department - \$66,139

Court Matters

	Costs	Case	State of Progress
Council v Hunter Industrial Rental Equipment Pty Ltd, Buttai Gravel and EPA.	\$209,825	Class 4 Proceedings Martins Creek Quarries.	Pursuing costs from operator

MAYORAL & COUNCILLOR EXPENSES

In addition to the Mayoral Fee of \$15,088 and Councillors Fees of \$80,735 expenditure in relation to the provision of facilities and Councillors expenses amounted to \$30,051. This figure includes:

• Council Elections	Nil
• Code of Conduct Investigations	\$ 12,294
• Provision of dedicated office equipment allocated to Councillors	Nil
• Conference and Seminar Expenses	\$ 4,695
• Training & skill development	\$ 1,634
• 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	\$ 3,378
• Meals & Sustenance	\$ 6,277
• Delegates Expenses	\$ 1,773
Total	\$ 30,051

Council's Policy for the payment of expenses and provision of facilities was reviewed on 19 December 2018 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 2018:
 - Under 2.5L \$0.68 per kilometre
 - 2.5L & over \$0.78 per kilometre
3. Where an elected member lives outside the Council area, Council will pay an allowance for travelling based on the aforementioned mileage allowance from the Council boundary to the Council related activity along the most direct route from the Councillor's place of residence.
4. Council will provide the following facilities and services for the use of the Mayor for Council related activities:
 - (a) an office at the Council Administration building;
 - (b) secretarial and administrative support;
 - (c) stationery and office supplies, including fax, email, laptop and mobile phone etc.

SENIOR STAFF

During 2018/2019 one position of Council was classified as Senior Staff pursuant to Section 332(2) of the Local Government Act, being the General Manager.

During 2018/2019 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 \$249,706.

Salary component:	\$216,597
Superannuation:	\$19,609
Vehicle:	\$13,500
Membership Contributions:	Nil

MAJOR CONTRACTS

Name	Payment Approved by Council	No. of Jobs	Contract Period (Years)	Nature of Goods or Services
Accurate Asphalt & Road Repairs Pty Ltd	\$161,725	Various	N/A	Road Construction
Bridgebuild & Civil Pty Ltd	\$1,139,817	Various	NA	Bridge Construction
Burns Earthmoving Pty Ltd	\$505,670	Various	One	Plant Hire
Colas NSW Pty Ltd	\$964,659	Various	N/A	Bitumen
Edser Plant & Civil Pty Ltd	\$410,683	Various	One	Plant Hire
Fulton Hogan Industries Pty Ltd	\$411,522	Various	NA	Supply & Delivery of Bulk Fuels
Guardian Traffic Services	\$271,043	Various	N/A	Provision of Temporary Labour - Traffic Control
GW & GJ Trappel Pty Ltd	\$245,948	Various	One	Plant Hire
Hastings Co-operative Limited	\$257,530	Various	N/A	Supply and Delivery of Bulk Fuels
iCombined 360 Services Group Pty Ltd	\$169,525	Various	NA	Traffic Control
Irwin Fencing Pty Ltd	\$311,319	Various	N/A	Guard Rails
JR & E G Richards Pty Ltd	\$890,565	Various	Six	Waste & Recycling Collection
Labour Co-operative Limited	\$300,576	Various	N/A	Provision of Temporary Labour - Traffic Control
Quarry Products Newcastle Pty Ltd	\$913,023	Various	N/A	Road Base & Aggregate
Saunders Civilbuild Pty Ltd	\$1,215,501	Various	NA	Bridge Construction

WORK CARRIED OUT ON PRIVATE LAND

During the period 1st July 2018 to 30th June 2019, all private works were undertaken in accordance with Section 67 of the Local Government Act 1993. Council did not resolve to subsidise any works.

SECTION 356 CONTRIBUTIONS

Donations and Expenditure under Section 356 amounted to \$31,684 and was made up as follows:

Donations & Contributions	\$
- Boomerang Bags	1,500
- Dungog District Chamber of Commerce	2,000
- Dungog Menshed Inc	848
- Dungog Soccer Club	1,650
- Clarence Town Rugby League Football Club	1,600
- Dungog & District Cricket Association	1,962
- Dungog Pony Club	1,422
- Dungog Public School P&C	2,000
- Dungog Community Preschool	1,326
- Gresford Historical Society	1,950
- Dungog Shire Community Centre	1,594
- Paterson Allyn Williams Science Hub	2,000
- Dungog Community Radio Inc	1,815
- Gresford & District Agricultural Society	250
- Dungog Arts Society	500
- Dungog High School Citizenship Award	100
- Anzac Day	518
- Arts Upper Hunter	5,834
- Australia Day	2,565
- Variety Special Children's Christmas Party	250
Total	31,684

EEO MANAGEMENT PLAN

The purpose of Council's EEO Policy is:

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

No problems of an EEO related nature arose during the 2018/2019 year. Council provides structured training to staff on a regular cycle to reinforce awareness of Council's Policy.

COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Council did not hold a controlling interest in any company during 2018/19.

EXTERNAL BODIES WHICH EXERCISED FUNCTIONS DELEGATED BY COUNCIL

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

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

PUBLIC INTEREST DISCLOSURES

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

In accordance with The Act, Council's 'Protected Disclosures Policy' established guidelines for the reporting and management of Protected Disclosures. For the reporting period ending 30 June 2019, Dungog Shire Council received no protected disclosures.

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

During the year Council was involved in the following:

- Newcastle Regional Library Advisory Committee for assistance in the provision of library services within the Shire.
- Hunter and Central Coast Noxious Plants Advisory Committee for assistance in the control of noxious plants.
- Waste Management Association of Australia – Hunter Branch for assistance in issues dealing with waste operation, treatment and disposal.
- Hunter and Central Coast Regional Environmental Management Strategy Committee.
- Hunter Councils Inc. Council has an interest in Hunter Councils Inc along with other Hunter Member Councils. The activities of this organisation are not controlled by any one Council. Hunter Councils Inc was established to improve the quality and efficiency of Local Government services throughout the Hunter Region.
- Strategic Services Australia. Council has an interest in Strategic Services Australia and is a Shareholder. The activities of Strategic Services Australia involve the establishment and running of a records repository at Thornton, the provision of legal services to the local government industry through Local Government Legal, procurement through Regional Procurement, training through the Local Government Training Institute. The office of SSA Ltd is situated at 59 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 35 Councils that hold a share entitlement.
- Statewide Insurance Mutual – Provision of various insurances
- Statecover Insurance Mutual – Provision of Workers Compensation Insurance.

RATES & CHARGES WRITTEN OFF

Rates and Charges written off for the year amounted to \$176,322 and comprised the following:

- Mandatory Pensioner Rebates under Section 575 of the Local Government Act 1993: \$172,081 (55% reimbursed to Council by the State Government).
- Postponed Rates and Charges written off under Section 595 of the Local Government Act 1993: \$171.25
- Abandonments – small debts \$304.06
- Voluntary Conservation Agreements: \$3,766.07

OVERSEAS VISITS UNDERTAKEN

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

STORMWATER MANAGEMENT SERVICES

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

Total Stormwater Charges levied in 2018/19 \$41,580

COMPANION ANIMALS ACT & REGULATION

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

Pound data information is lodged annually with the Division of Local Government and dog attack data is updated as required on the Companion Animals Web page. A commercially operated kennel is accessed on a fee for service basis to provide pound services. There is no contract in place for these services.

In 2018/2019 \$33,239 was expended on Councils 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 \$10,346 was received. 120 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 32 Companion animals seized, 16 were reunited with owners (50%), 7 (22%) were rehomed with an Animal Welfare Organisations, 8 (25%) were rehomed privately and 1 (3%) was required to be euthanased. 144 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 11 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	0	0	0	0	0	0	0	0	0
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)	0	0	0	0	0	0	0	0	0
Members of the public (other)	8	1	2	0	0	0	0	0	11
Total	8	1	2	0	0	0	0	0	11
% of Total	73%	9%	18%	0%	0%	0%	0%	0%	

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

Table B: Number of applications by type of application and outcome									
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	8	1	2	0	0	0	0	0	11
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0
Total	8	1	2	0	0	0	0	0	11

*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:	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	1
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Total	2

*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:

	Number of occasions when application not successful
Responsible and effective government	1
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
Total	1

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	11
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	11

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

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

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

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

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

Table I: Applications transferred to other agencies

	Number of applications for review
Agency - initiated Transfers	0
Applicant - Initiated Transfers	0
Total	0

INSPECTION OF PRIVATE SWIMMING POOLS

Details of inspections of private swimming pools during 2018/2019:

- 22 tourist and visitor accommodation inspections carried out.
- 0 premises with more than two dwellings inspected.
- 80 inspections that resulted in the issuance of a Compliance Certificate.
- 6 inspections that resulted in the issuance of a Non-Compliance Certificate.
- Total of 140 inspections carried out.

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 2018/2019 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.



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