

Dungog Shire Council

An aerial photograph of a concrete bridge spanning a river. A white truck with a yellow dump body is crossing the bridge from right to left. The river is dark and calm, reflecting the bridge and surrounding greenery. The banks are covered in dense trees and shrubs. The text 'Dungog Shire Council' is overlaid in a large, pink, outlined font at the top.

ANNUAL REPORT 2019-2020


Front Cover:

Bullockeys Bridge under construction on Allyn River Road.

CONTENTS

DUNGOG

<u>General Information</u>	2
- Message from the Mayor	3
- General Managers Overview	5
- Dungog Shire at a Glance	6
- Vision and Mission	7
- Our Elected Representatives	8
- Organisational Structure	9
<u>Reporting on our Progress</u>	10
- Delivery Program Implementation	11
- Strategic Targets 2019-2020	11
<u>Statutory Reporting Requirements</u>	50
- Summary of Amounts Incurred by Council in relation to Legal Proceedings	51
- Mayoral and Councillors Expenses	51
- Statement of Senior Staff Employed (General Manager)	52
- Major Contracts Awarded 2019-2020	53
- Work Carried Out on Private Land and any Subsidies Related to this Work ..	54
- Total Amount Contributed or Otherwise Granted Under Sec 356	54
- Activities Undertaken by Council to Implement EEO Management Plan	54
- Companies in Which the Council held a Controlling Interest	55
- External Bodies Which Exercised Functions Delegated by Council	55
- Public Interest Disclosures	55
- Corporations, Partnerships, Trusts, Joint Ventures	56
- Rates and Charges Written Off	57
- Details of Overseas Visits Undertaken	57
- Stormwater Management Services	57
- Companion Animals Act and Regulations	57
- Government Information (Public Access) Act	58
- Inspection of Private Swimming Pools	61
- Disability Inclusion Plan	61
- Activities Funded by Special Rate Variation of General Income	61
- Details of Environmental Upgrade Agreements Entered into by Council	62
<u>Financial Information</u>	63
General Purpose Financial Statements	64



GENERAL INFORMATION

MESSAGE FROM THE MAYOR

The 2019-2020 financial year has been a year of change in an environment not previously experienced by most of the community.

The year commenced following Federal and State elections with the anticipation of much needed funding for timber bridges, the Brig O'Johnston Bridge and Clarence Town Road. These promises did not materialise within the financial year but fortunately at the time of writing the Brig O'Johnston Bridge and Clarence Town Road funding have come to fruition enabling work to commence on both projects.

28 January 2020 saw the resignation of the then General Manager Coralie Nichols which was followed shortly after by the resignation of the Mayor, Tracy Norman. I became Mayor on 2 March, 2020 just as the Covid-19 pandemic impact became significant on the operations of council. Council was fortunate to obtain the services of Stephen Glenn, an experienced General Manager, and he was appointed Interim General Manager commencing on 16 March, 2020. His services were invaluable in assisting council to adapt to the impact of Covid-19 and the changes resulting from the resignation of the General Manager and Mayor.

The recruitment process for a General Manager resulted in Gareth Curtis being appointed and commencing on 1 July, 2020.

The year saw the following major works completed or commenced:

- Replacement of Wheelabout Bridge on Allyn River Road;
- Replacement of Bullockeys Bridge on Allyn River Road
- Replacement of Coulston Bridge on the Paterson River Road
- Replacement of Spooner Bridge on the Paterson River Road
- Replacement of Summerhill Bridge on Summerhill Road
- Reconstruction of Dowling Street Dungog
- Reconstruction of Maitland Road Paterson
- Reconstruction of 1.2 km of Dungog Road near Horns Crossing Road
- Reconstruction of 1.2km of Gresford Road
- Construction of amenities block and BBQ facilities at Tucker Park, Paterson
- Commencement of replacement of the lights at Dungog Showground.

Some works were delayed by the impact of Covid-19 including the replacement of the lights at the Dungog Showground where the delivery of the lights and poles were delayed for some months.

Covid-19 brought about a new way to meet and council commenced streaming council meetings on Facebook and enabling councillors to participate in meetings via Zoom. This has enabled a greater number of the community to attend council meetings, albeit virtually.

This term of council was due to come to an end with elections in September 2020 but due to Covid-19 the elections were postponed until September, 2021.

The financial year finished on a high with a massive influx of tourists to Dungog over the June long weekend due in large part to the completion of the initial mountain bike flow tracks at the Dungog Common. The inability of people to travel outside the state also saw an increase in the number of tourists coming to and passing through the shire.

The staff have been placed under unusual pressure for a variety of reasons and have performed magnificently. Many have worked from home for extensive periods of time and others have worked in unusual circumstances with the number of people entering the administration building being limited and screens being installed. The works depot staff have coped with transport restrictions and for a period changed working hours, due to Covid-19 limiting the number of people allowed in motor vehicles and interaction at the depot being restricted.

Council could not administer the halls and outdoor venues in the shire without the assistance of the members of the s.355 committees and to them I say thank you for once again giving of your time for the benefit of the community.

Council has and will continue to work closely with Cameron Archer and his team at Dungog Regional Tourism who continue to publicise and develop the tourism potential of the shire.

I am sure that the coming financial year will be better in many respects than the past year. The known and anticipated funding will enable a raft of works to be carried out to roads, bridges and facilities throughout the shire. The General Manager, Gareth Curtis, will have settled into his position and I am sure the operation of the council will reflect his drive and enthusiasm.

John Connors
Mayor



GENERAL MANAGERS OVERVIEW

As part of our Integrated Planning and Reporting framework, I am pleased to provide the Annual Report for 2019-2020.

When the Council adopted the goals for 2019-2020, no one could have foreshadowed the challenges which would arise through drought, bushfire and then the emergence of Covid-19 and the declaration of an international pandemic. These challenges were met head on by the Council and clearly impacted the delivery of services and infrastructure during the period. The Council had set ambitious goals on behalf of the Community and the achievements during the period were impressive despite the challenges faced.

The first year of Council's five year special rate variation (SRV) approval saw \$300,068 of works with some carry over into the next financial year. Council's financial performance was satisfactory considering the challenges faced, with a net operating result showing a \$3.94M surplus, however Council continues to rely on grant income to maintain that position. Council received \$12.37M in grants and contributions, which was \$2.05M above forecasts. This was primarily due to successful grant applications for roads, bridges and community facilities. Council's financial position is outlined in the financial statements contained within the report.

Council saw changes in executive management, with the General Manager, Ms Coralie Nichols leaving in March 2020 and an interim General Manager, Mr Stephen Glen being appointed to lead the organisation through the Covid-19 pandemic until 30 June 2020. This saw the organisation adapt to working from home wherever practicable and yet still deliver services and infrastructure to the community. This was well managed and I thank Mr Glen for his leadership during that difficult time.

Council's progress against its strategic goals is outlined in detail throughout the document. I would like to thank the Mayor, Councillors and particularly the Council staff and volunteers for their dedication and delivery of the Council's goals under difficult circumstances.

As Council's new General Manager, I look forward to working with the Council, our Staff and Community to ensure we are well placed to deliver on our commitments in the future.

Gareth Curtis
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



Councillor John Connors
Mayor



Councillor Jan Lyon

'B' Ward



Councillor Greg Riley



Councillor Steve Low AM
Deputy Mayor



Councillor Digby Rayward

'C' Ward



Councillor Robert Booth

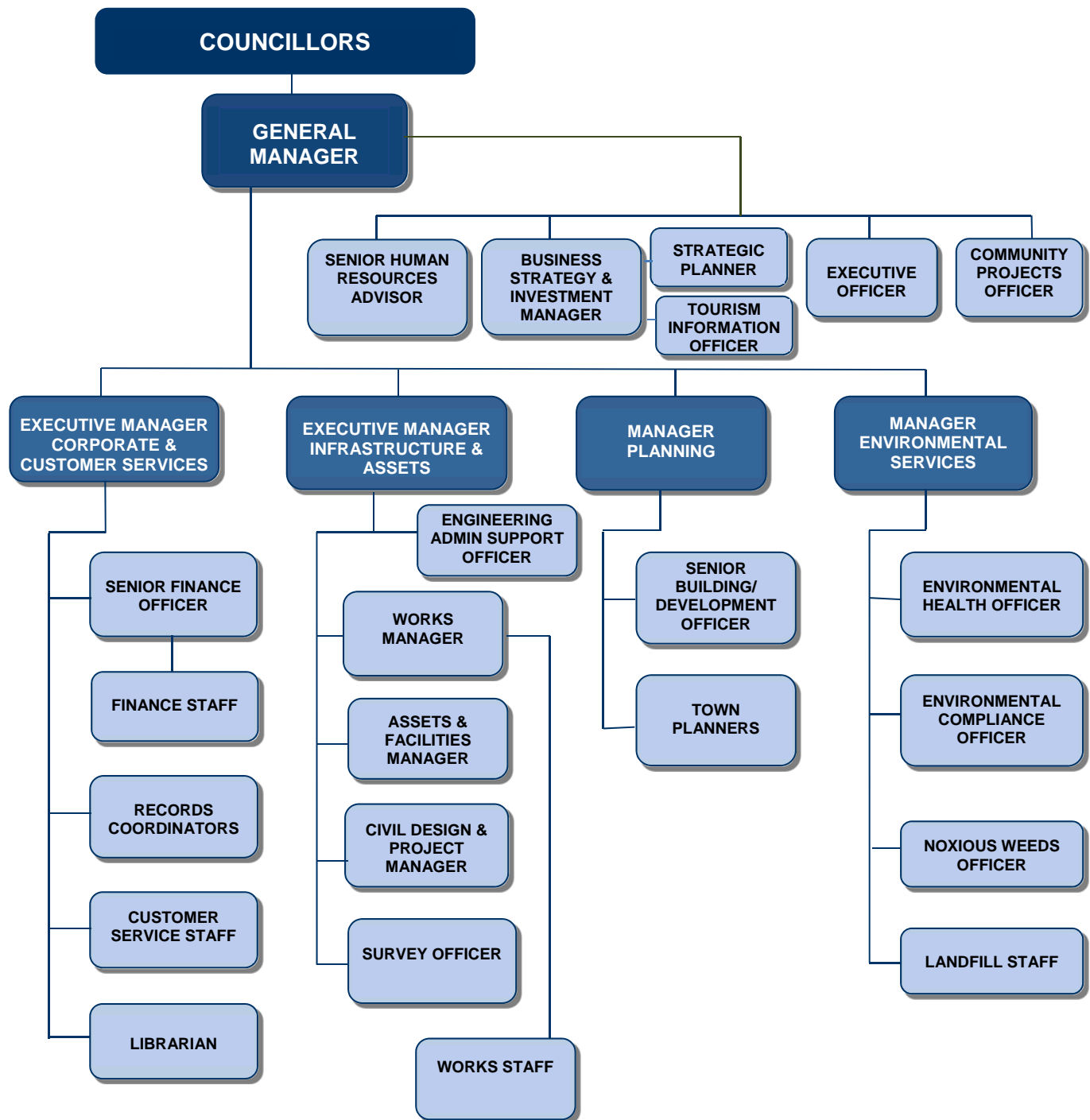


Councillor Kate Murphy



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 1 July 2019 to 30 June 2020.

The report on the 2019/20 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

Goal – the health of our natural environment and biodiversity is preserved and enhanced

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
1.	Community Strategy	Ensure that appropriate agencies at all levels are involved in addressing issues surrounding climate change		
1.1	Delivery Program Objective	Climate Change		
Involvement and support for regionally based climate change programs via active member of Hunter & Central Coast Regional Environmental Management Strategy (HCCREMS) Partner/s: HCCREMS			# of regional programs actively supported by Council	Participation in City Power Partnership flagged through information paper to Council. Staff to attend workshop and report back to Council.
2.	Community Strategy	Manage public access and use of natural areas to enhance our environmental experience and to preserve and promote ecological values		
2.1	Delivery Program Objective	Illegal Dumping		
Promote reporting of illegal dumping to Council			# of incidents recorded on RIDONLINE	28 RID on line incidents recorded
Support regional Illegal Dumping Squad membership and use of RIDONLINE Partner/s: Hunter RID Squad			# of fines issued Attendance at RID Squad Meetings	1 Fine for illegal dumping issued for the period 2 rid squad meetings attended during period

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
3.	Community Strategy	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	
3.1	Delivery Program Objective	Waste and Recycling	
Improve recycling, community engagement and reduce waste generation. <i>Partner/s: HCCREMS, EPA</i>		Completion of projects contained in the action table approved by EPA.	During the period the following waste reduction programs, approved under the Better waste and Recycling Fund by the EPA, continued and are on target – – Membership of Hunter RID Squad – Subsidised mattress drop off – Green waste processing – Soft Plastic collection system – Support for responsible Cafes
3.2	Delivery Program Objective	Waste Diversion	
Waste diversion initiatives at the Waste Management Facility and through other Council waste diversion programs and kerbside recycling service		Meeting EPA 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 27%. At this time it is not envisaged that the target can be met with current practices.
Provide kerbside collection of recyclables (Yellow bins)		Tonnes of Recyclables collected	697.70 tonnes
Implement waste Diversion Programs at the Waste Management Facility.		Tonnes of waste diverted	1829.66 tonnes consisting of 697.70 tonnes kerbside recycl, 787.44 tonnes scrap metal, 20.46 tonnes paper, 5.03 tonnes oil, 234.37 tonnes Green waste, 22.9 tonnes mattresses, 19.23 tonnes comingled recycl, 12.95 tonnes Car batteries, 11.15 tonnes Gas Bottles, 14.99 tonnes soft plastics, 3.44 tonnes agricultural drums
Pursue additional waste diversion options in accordance with markets and technological feasibility. <i>Partner/s: EPA</i>		# of new waste diversion options provided.	No new waste diversion options provided during the period. 2 new water refill stations installed in public places (Dungog and Paterson, aimed at discouraging use of single use drinking water bottles.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
3.3	Delivery Program Objective	Waste Minimisation	
Actively pursue programs that promote and educate the community in regard to waste minimisation.		# of programs initiated.	<p>During the period, active participation maintained in the following programs –</p> <ul style="list-style-type: none"> – Soft plastics collection(14.99 tonnes) – Coffee cup rescue (94.8kg) – Single use Plastic free Dungog – Responsible Cafes <p>In partnership with JR Richards, the following waste education initiatives were delivered as part of the ongoing waste education program funded under the Waste contract –</p> <ul style="list-style-type: none"> – 2 school visits – 3 public workshops- Bees Wax Wraps and Fermenting, Eco Cleaning <p>Donation of 20 books to Dungog Library on Waste Reduction/upscaling topics along with book launch event attended by 30 people.</p>
3.4	Delivery Program Objective	Waste Collection Service	
Provide waste collection service (Red bins)		<p>Contractors compliance with collection contract requirements</p> <p># of complaints regarding domestic waste collection service.</p>	<p>Generally the contract has been complied with. No incidents requiring interaction.</p> <p>22 complaints received by Council.</p> <p>463 calls received by Waste contractor during period.</p> <p>Contractors system does not indicate purpose of call.</p>
Provide kerbside collection of bulky goods		Annual pick-up provided	<p>Annual Bulky Green Waste completed. 23.3 Tonnes of green waste collected.</p> <p>General bulky waste -174.79</p> <p>Scrap Metal -137.86</p>
Review kerbside collection service of bulky goods		Review completed and report provided to Council	Options Paper presented to Council via a workshop in Feb 2020. Feedback was to maintain the current service at this time.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
4.	Community Strategy	Raise public awareness of the responsibilities of landholders regarding management of land	
4.1	Delivery Program Objective	Partner with Hunter Local Land Services (HLLS)	
Collaborate and partner with HLLS on projects relevant to the Dungog Shire. Partner/s: HLLS		# projects facilitated in LGA of which Council is involved as partner or other capacity.	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. Councils in-kind contribution is \$3k of which a portion was expended during the period on specialist weed treatment. Salvinia management in Paterson River. Value of grant \$19870
4.2	Delivery Program Objective	Weed Management	
Implement strategies in the Regional Weeds Action Plan.		Compliant with target actions in Strategy.	Actions in WAP 2015-20 are on target with all reporting completed
Property inspections for new weed incursions		# property Inspections per annum	278 for period
Provision of information in relation to weeds through inspection program, phone enquiries and Council's website.			ongoing
Maintain email database of property owners, stock agents, carriers and agencies to communicate Council activities and weed management advice.		Stakeholder data base updated bi-annually. # of communications to data base.	Database updated after weeds field day in May 2019. No new entries 0 communication events during period
4.2	Delivery Program Objective	Weed Management Cont'd	
Control weeds on public land and within Council's road corridor		Kilometres of roadside treated for noxious weeds	682km
Convene Local Weeds Committee Partner/s: Regional Weeds Strategy Group, HLLS, DPI		# of Committee activity/ programs per annum.	1 meeting held during period. Draft community survey developed
4.3	Delivery Program Objective	Community Information and Engagement	
Continually review the use of Council's website in relation to provision of land management land natural resource information.		# of information links and publications on Council's website that are up to date and relevant.	No new links established however existing weed management links to Hunter Weed Group website.
Facilitate and partner on field days with the LLS and other relevant authorities Partner/s: HLLS		# of public information sessions provided with Council involvement # of attendees at field days	0 sessions held during period

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
5.	Community Strategy	Involve the community in maintaining and enhancing environmental health	
5.1	Delivery Program Objective	On Site Sewage Management	
Provision of information in relation to OSMS through inspection program, phone enquires and on Council's website		# of septic system inspections.	95
Ongoing inspection of onsite sewage management systems across the Shire.		# new septic systems approved	65
Ensure new OSMS are designed, installed and maintained in accordance with Council's Policy and the OSMS Development Assessment Framework			Ongoing
5.2	Delivery Program Objective	National Tree Day	
Provide native trees to community to commemorate National Tree Day		# of trees distributed as part of National Tree Day	No participation in National Tree Day due to COVID-19.
5.3	Delivery Program Objective	Clean Up Australia Day	
Facilitate community group involvement		# of Groups involved in CUAD Amount of waste collected	No participation due to COVID-19.
6.	Community Strategy	Ensure that Council's policies and processes adequately protect and enhance our natural environment and biodiversity	
6.1	Delivery Program Objective	Roadside Environmental Management Strategy	
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 are still in place. During the period, 9 Reviews of Environmental Factors (REF's) for works within road reserves were assessed having regard to the impacts on Biodiversity, with mitigating measures recommended.
6.2	Delivery Program Objective	Waste Management Facility Operation	
Provide an economic and environmentally sustainable Waste Management Facility		Facility operating cost per annum Percentage of waste to landfill # of complaints regarding environmental impacts of Waste Management Facility.	Operating cost for waste facility did not exceed forecast budget. Tipping fees received exceeded budget estimate. Total waste received during period was 6787.13 4957.47 Tonnes to landfill 1829.66 Tonnes of waste diverted. 73% of waste to Landfill Nil complaints regarding Env Impacts. Grant received to address impacts of dust and runoff through sealing road approaches to weighbridge-work completed.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
6.3	Delivery Program Objective	Development Control	
Environmental impact, Biodiversity and Natural Resource Management considered in all development applications to Council		# of DA referrals. # of complaints addressed.	56 DA referrals 3 matters relating to the Biodiversity conservation Act (tree removals) were addressed during period.
6.4	Delivery Program Objective	Sewage Facilities in Villages.	
Lobby/advocate for Hunter Water and other State agencies to develop sustainable management of effluent disposal in village areas. Partner/s: Hunter Water Corporation		# of meetings held or representations made to HWC and other agencies to progress sewer service provision in village areas.	No meetings or representations during the period.
6.5	Delivery Program Objective	Clarence Town Sewer	
Enforce sewer connection in Clarence Town. Partner/s: Hunter Water Corporation		# of premises that have not connected to available sewer services in Clarence Town.	10 premises not connected to available sewer. No further enforcement action during the period.
6.6	Delivery Program Objective	Roadside Marker Program	
Include the Regional Roadside Marker Program into Council's Roadside Environmental Management Strategy.		Roadside markers in place	Roadside markers in place.
Train outdoor staff in policy implementation Partner/s: HCCREMS		Staff training completed.	Staff training scheduled for later in 2020
6.7	Delivery Program Objective	Environmental Grants	
Apply for grants and carry out work on local projects. Partner/s: HLLS		# of grants applied for \$ amount of grant money received	Flying Fox Management Plan (DPIE) - \$15,000 Salvinia management on Paterson River (LLS) - \$19,870
7.	Community Strategy	Ensure that local waterways and riparian areas are clean and healthy	
7.1	Delivery Program Objective	Erosion and Sediment Control Policy	
Take effective measures to limit erosion associated with Council works within the road corridor and public spaces		# pollution incidents investigated by EPA in relation to civil works	No incidents investigated by EPA.
7.2	Delivery Program Objective	Grant Funding	
Partner HLLS in local riparian projects Partner/s: HLLS		# of projects completed	Salvinia Management- planning phase not commenced during period.
7.3	Delivery Program Objective	On-Site Sewage Management System Inspection and Approval Program	
Inspect existing OSMS to ensure that they are not polluting local waterways		# of inspections carried out	95
Ensure new OSMS comply with recommended setbacks from local waterways and rivers		# of new OSMS approved which do not comply with setback requirements from waterways.	All systems comply with setback requirements

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
7.4	Delivery Program Objective	Reduction in Point Source Pollution within the LGA Catchments		
Facilitate and partner with Hunter Water Corporation in reducing pollution sources within the LGA catchments <i>Partner/s: Hunter Water Corporation</i>			# of joint catchment programs implemented with HWC.	No joint projects during the period. Catchment assessment project completed in June 2019 with the final report received by Council during this period
7.5	Delivery Program Objective	Healthy Rivers		
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	No improvements in River health during the period. Algal Red Alert imposed on Williams River from early December 2019. Amber and Green Alerts also received during the period for the Paterson River (Lostock) and the Williams (Chichester Dam and Seaham Weir pool) 1 meeting attended of Williams River erosion management Group (TfNSW)
8.	Community Strategy	Manage and reduce the impact of weeds and pest animals on the natural environment		
8.1	Delivery Program Objective	Public Education		
Support information stand at Total Field Days.			# Total Field Days supported.	Total cancelled due to COVID-19.
8.2	Delivery Program Objective	Roadside Weeds Treatment Program		
Continue a program for management of roadside weeds.			Length of roadsides tracked.	682km
9.	Community Strategy	Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues in our Shire		
9.1		Delivery Program Objective	Hunter & Central Coast Regional Environmental Management Strategy	
Advocacy role at a regional level with State and Federal Agencies <i>Partner/s: HCCREMS</i>		# of advocacy events with government agencies in conjunction with HCCREMS.	Hunter JO facilitated meetings and training attended by staff during the period were- <ul style="list-style-type: none"> - Waste Strategy Group X2 - Circular Economy Working Groupx1 Advocacy with other agencies- <ul style="list-style-type: none"> - Regional weeds Group x2 (LLS) - Hunter RID Squad x2 (EPA) - Planning for Water Restrictions x2 (Hunter Water) Advocacy with other Hunter Councils has also occurred in relation to- <ul style="list-style-type: none"> - Future Recycling facilities in the Hunter - Future Regional Animal Pound Investigation intelligence sharing amongst Hunter Councils 	

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
9.4	Delivery Program Objective	Communication and Co-Ordination	
Work closely with State agencies to improve communication and co-ordination regarding land management issues. <i>Partner/s: NSW Office of Environment & Heritage, HLLS</i>		# of projects/programs implemented	MOU entered into with the Hunter Region Land care network. Aimed at improving communication and partnerships with land management volunteer groups.
10.	Community Strategy	Maintain a strong regional approach to the management of our natural environment	
10.1	Delivery Program Objective	Partnership with Hunter Local Land Services (LLS)	
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 that are related to the Hunter Catchment Action Plan	Mount Breckin invasive weeds eradication. Salvinia Management Paterson River

Local Economy

Goal – our economy is strong, innovative and sustainable providing diverse employment opportunities and ease of access to goods and services.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
1.	Community Strategy	Ensure that economic growth and expansion across the Shire is supported by improvement of local public and private infrastructure	
1.1	Delivery Program Objective	Rail Services to Dungog	
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 Advantageous changes made to timetable	Touched based with Sydney trains, there are no plans to adjust or change the schedule at this time. No further time will be added without an increase in demand.
2.	Community Strategy	Ensure that appropriate public and private sector agencies and business work co-operatively to strengthen and expand the Shire's economic base	
2.1	Delivery Program Objective	Strengthen the Local Business Community	
Work with the Dungog & District Chamber of Commerce to identify opportunities for grants, assistance and other funding for projects and events. <i>Partner/s: Dungog & District Chamber of Commerce</i>		Value of grant monies received.	NIL joint grant applications. Reduced meeting attendance due to COVID19.
2.2	Delivery Program Objective	Economic Diversification	
Facilitate opportunities for new and innovative businesses in the Shire.		# of business leads identified	Worked with Upper Hunter region to build out a platform to generate leads
Encourage a diversity of agricultural enterprises throughout the Shire. <i>Partner/s: Tocal College, DPI, LLS</i>		Identified broadening of diversity in agricultural enterprise	Council resolved to fund the Future of Farming Forum, web presence established to facilitate conversations.
2.3	Delivery Program Objective	Business Referral and Advisory Services and Startups	
Work with Newcastle Business Centre and the Hunter Region Business Hub at Kurri to offer support and advice to local businesses.		# of referrals.	5 referrals to NEIS. Sitting board member of BEC.
3.	Community Strategy	Promote the Shire as a good location for the establishment of innovative, small scale, sustainable businesses	
3.1	Delivery Program Objective	Attraction of New Businesses, Investors and Residents to the Shire.	
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.	Worked with Upper Hunter Region to build out a platform to generate leads
Undertake review of Dungog Local Environmental Plan 2014 with regard to land use planning and sustainable growth.		LEP reviewed by Council	In train with development of RLS.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
4.	Community Strategy	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	
4.1	Delivery Program Objective	Securing Revenue Streams	
Work with local Chamber of Commerce and Progress Associations to apply for grant funding from State and Federal Government departments and other agencies.		\$ value of grant monies received.	NIL joint grant applications. Reduced meeting attendance due to COVID19.
Further development the events industry in the Dungog Shire. Partner/s: Dungog & District Chamber of Commerce, Clarence Town Progress Association, Paterson Progress Association, Gresford Community Group.			
4.2	Delivery Program Objective	Local Business Development	
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.	Awards cancelled due to non-performance for Chamber (Chamber determined not worth running)
Support for projects including the Dungog & District Chamber of Commerce Annual Business Awards Dinner.			
5.	Community Strategy	Work with Dungog Regional Tourism to develop a strategic approach to growing visitors across the Shire	
5.1	Delivery Program Objective	Visitor Economy Plan	
Support programs to enhance the contribution of the Visitor Economy to the Shire, its economy, residents and lifestyle through a range of initiatives including destination management planning, buy local campaigns and skills development programmes. Partner/s: Destination NSW, Dungog Regional Tourism		Economic contribution data sourced from Destination NSW and other agencies.	Continued ATDW involvement. New web platform developed for VIC. Continuing to work with DRT.
5.2	Delivery Program Objective	Visitor Information Centre	
Review the VIC operations and performance delivery for the benefit of visitors and local residents. Partner/s: Dungog Regional Tourism		Feedback from VIC users Review completed and report provided to Council.	Feedback remains positive, and VIC visitation continues to grow, evidenced by sign in register.
5.3	Delivery Program Objective	Barrington Tops Promotion	
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.		Development of partnerships and identification of opportunities.	Worked with upperhunterregion to build out a platform to generate leads and advertise region.

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
8.	Community Strategy	Identify and develop, in partnership with local business operators, local tourism opportunities with a focus on overnight stay visitors to the Shire		
8.1	Delivery Program Objective	Develop New Tourism Product		
Work with existing, new and proposed businesses to 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.	2 new regional produced established. Strong visitation growth on the back of Coronavirus.	
8.2	Delivery Program Objective	Promotion of Events in Dungog Shire		
Review and improve Council's web based and social media tourism information regarding Dungog Shire events.		Access to accurate and comprehensive web based visitor information about Dungog Shire. # of visitors to Dungog Shire. Expenditure of grant for Events Workshop and participant satisfaction	Updated Web presence developed, and communications contractor working on social media etc.	
Work with event organisers to expand the attendance at their event.				
Deliver an Events Management Workshop for not-for-profit organisations and volunteers				
Target specific types of events that align with Dungog Shire Destination Management Plan for support and development. Partner/s: Dungog Regional Tourism Board Shire Events Inc, Corporate Communications Consultancy				
9.	Community Strategy	Improve the availability of telecommunications infrastructure to our communities and visitors		
9.2	Delivery Program Objective	Improved Mobile Phone Coverage		
Ongoing liaison with Federal Government, carriers and others to advocate for enhanced mobile phone capability and broadband access within the Shire.		Increased coverage achieved.	Mobile Blackspot support provided for Telstra and Optus as funding rounds are available.	

Community and Culture

Goal – we enjoy a safe supportive community characterised by vibrant cultural life and a strong sense of local heritage

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
1.	Community Strategy	Continue to develop programs/initiatives to welcome and support new residents into the Shire	
1.1	Delivery Program Objective	Meet the Mayor Program	
Establish a yearly programme		# of engagements # of people attending.	Stage 3 DPS Chambers Held event at Dungog Library with Dungog Primary Kindergarten
2.	Community Strategy	Create options for community participation through volunteerism	
2.1	Delivery Program Objective	Supporting Section 355 Committees	
Develop a Section 355 Management Committee Information Package.		Information package developed and disseminated to Committees Training completed for all Committee regarding 355 Committee Information Package	Information package provided to shire 355 committees for feedback 2019 Feedback received 2020 currently on hold due to COVID 19
3.	Community Strategy	Acknowledge and celebrate the contribution volunteers make to the Dungog	
3.1	Delivery Program Objective	Celebrating Dungog Shire Volunteers	
Acknowledge the skills and dedication of volunteers and their contribution to the success and sustainability of our Shire.		Contributions acknowledged as identified.	Acknowledge via email due to COVID 19 restrictions
4.	Community Strategy	Raise public awareness of local activities and events that provide a foundation for community building	
4.1	Delivery Program Objective	Electronic Communication	
Established electronic networks to inform, distribute and gather appropriate information. <i>Partner/s: Corporate Communications Consultancy</i>		Establishment of communication networks	Utilising the communication team to promote and connect with wider community
4.2	Delivery Program Objective	Dungog Events Inc	
Continue to provide support to Dungog Shire Events Inc and other events held around the Shire.		# of events supported.	2 (Hoedown, Swim in). Events cancelled due to Coronavirus.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
4.3	Delivery Program Objective	Community Events	
Continue to provide support to the following national days/weeks: <ul style="list-style-type: none"> – Seniors Week – International Disability Day – NAIDOC Week – International Women's Day – Local Government Week – Youth Week – National Tree Day – Clean Up Australia Day – Recycling Week 		# events conducted or supported Grants amounts secured for events	Due to COVID 19 the following events were placed on hold – Seniors week/ International Womens Day/Youth Week/ National tree day/Clean Up Australia day/NAIDOC week Funding deferred August to December 2019 following events were held – Local Government Week/White Ribbon Day/Recycling Week/ International Day people with disability/Grandparents Week
4.4	Delivery Program Objective	Celebrating Australia Day	
Assist the Australia Day Committee in hosting an Australia Day event in Dungog.		Event conducted	Event held on Australia Day in James Theatre Australia Day Committee established to co ordinate the event
5.	Community Strategy	Develop and initiate opportunities for greater participation of young people in local community activities	
5.1	Delivery Program Objective	Partnering to Run Youth Programs	
Identify areas of need and seek funding to work in partnership with schools and not for profit organisations to provide locally responsive services for young people. Partner/s: Dungog High School, local primary schools, community organisations, Youth Development Officer & Dungog Youth Service.		# of young people involved. # of programs/ projects supported.	August to December 2019 following programs were held – Mural Clarence Town/Mural Dungog Pool/Horse tales Approx 40 young people involved in participation and planning
6.	Community Strategy	Foster the cohesiveness of local community groups	
6.1	Delivery Program Objective	Partnering with Local Community Groups	
Encouraging local groups to work in partnership with Council and each other to achieve community goals. Partner/s: local community organisations, local schools and clubs		# of partnership projects undertaken.	3 partnership projects undertaken 1 service club 1 community organisation 6 local community preschools
7.	Community Strategy	Enhance resident capacity to prepare for and withstand the effects of natural disasters and rapid onset events within the Shire	
7.1	Delivery Program Objective	Emergency Management Strategic Planning	
Implementation of the EMPLAN Partner/s: LEMC		Key activated/milestone in the EMPLAN completed	EMPLAN implemented
7.2	Delivery Program Objective	Community Emergency Preparedness	
Engage with the community for disaster preparedness and resilience.		# of partnership projects undertaken.	2 partnership projects undertaken

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
7.3	Delivery Program Objective	Securing Funding for Community Emergency Preparedness	
Seek external funding from State & Federal governments to assist with resident capacity to prepare for and withstand the effects of natural disasters.		Funding received by Council	Funding received for Doug Walters Pavilion for the Emergency Operations Centre (EOC)
8.	Community Strategy	Seek external funding from State and Federal Government to assist with better engagement and participation by young people in the Dungog Shire	
8.1	Delivery Program Objective	Advocacy for Young People	
Continue to source funding opportunities to support engagement and participation for young people in the Dungog Shire		Achievement of additional funds	Due to COVID engagement and participation placed on hold, including school partnerships
9.	Community Strategy	Foster and support the cultural life of the Shire	
9.1	Delivery Program Objective	Partnerships to Create Cultural Opportunities	
Provide information, funding, venues and links for existing cultural groups and creative industries to maintain, expand and establish cultural opportunities within Shire.		# of partnerships	NIL Reduced meetings and availability due to COVID.
Continue to provide a regional library service that provides a wide range of free information and services accessible to all users <i>Partner/s: Newcastle City Council</i>		# of books borrowed # of events conducted by the library Customer satisfaction ratings External funding and grants received	13,671 24 State Library NSW Infrastructure Grant \$500,000
9.2	Delivery Program Objective	Dungog Shire Cultural Plan	
Secure funding to develop a Cultural Plan		Funding secured	In progress, Halted due to COVID19.
9.3	Delivery Program Objective	Arts Upper Hunter	
Continue to financially support Arts Upper Hunter to achieve cultural outcomes for Dungog.		# of meetings attended by Councillor delegate. # of events developed for the Dungog LGA.	4 meetings attended by Councillor representative in the period. Nil.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
10.	Community Strategy	Ensure that there are locally available services and facilities to cater for people of all ages	
10.1	Delivery Program Objective	Management of Council Owned Facilities	
Regular inspections of Council owned and managed facilities and development of capital improvement plans where required <i>Partner/s: Section 355 Committees</i>		# of annual inspections undertaken by Council staff. Facilities maintained in a safe and well kept manner	Annual inspections have commenced Facilities including pools, parks, SOA buildings etc, have had improvements as per the Loan Borrowing schedule and Buildings AMP
11.	Community Strategy	Ensure that community health and safety issues are identified and addressed	
11.1	Delivery Program Objective	Dungog Shire Health Forum	
Council to Chair the Dungog Shire Health Forum <i>Partner/s: Community representatives, Hunter New England Health representatives</i>		Meeting held Critical health issues identified and resolved.	Re activated Dungog Shire Health Forum, suspended due to COVID
11.2	Delivery Program Objective	Dungog Shire Access Committee	
Coordination of the Access Committee and identification of access issues. Review the actions as identified within the Council's Disability Inclusion Plan <i>Partner/s: Community representatives.</i>		Meetings held Access issues identified and resolved Annual review of DIAP.	Currently suspended due to COVID Re activated Access committee with focus on IDPWD Annual review of DIAP- wording updated in DIAP as part of annual review.
11.3	Delivery Program Objective	Cemetery Services	
Administer Cemetery Services in Councils seven cemeteries		# of burials Maintenance schedule implemented	19 Maintenance schedule maintained using Council staff and contractors. (complaints received about cemeteries)
11.4	Delivery Program Objective	Food Safety	
Carry out inspection of all food outlets in accordance with risk categories.		# of inspections conducted p/a # of complaints # of penalties and improvement notices issued	26 (note that regular food inspections were suspended from late March due to COVID-19) however inspectorial staff have visited food premises to distribute Covid 19 advisory information and provide advice. 3 0
11.5	Delivery Program Objective	Food Hygiene And Health Premises Education	
Educate owners and staff in food outlets on food hygiene		Usage of Online Training tool – I'm Alert.	I'm Alert program still available for use for all food handlers in Shire. Data unavailable to determine usage. Program promoted by council staff during inspection of premises.

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
11.6	Delivery Program Objective	Regional Programs for Food Safety		
Participation in Hunter Central Coast Regional Food Group and regional programs			# of regional meetings attended	1 meeting attended during period.
11.7	Delivery Program Objective	Inspections of Other Commercial Premises		
Carry out inspections of other commercial premises as required ensuring sound environmental Health practice (applicable to hairdressing, beauty salons, skin penetration, mortuaries and premises that contain regulated systems).			# of inspections conducted p/a	Nil
			# of complaints	Nil
			# of penalties and improvement notices issued	Nil
11.9	Delivery Program Objective	Regional Environmental Health Programs		
Participation in Regional Professional forums: * Environmental Health Network * Septic Tank Advisory Group * Hunter Councils Environmental Directors Forum			# of regional programs implemented and regional meetings attended	2 meetings of STAG attended by staff (1 meeting hosted by Dungog Shire) 2 meetings of HJO Directors Forum attended.
11.10	Delivery Program Objective	Companion Animals		
Review Companion Animals Plan			Companion Animal Plan completed	Review not commenced
Review provision of dog off lead areas			# of dog off lead areas provided in the Shire	Review not commenced
Administer Companion Animals Program			# of dog and cat registrations annually	96 dogs 14 cats
			# of complaints	68
			# of Penalties issued	5
			# of Notices served under the Act	5
Provide Companion Animal pound services			# of dogs and cats impounded	18 Dogs 23 Cats
			# of Dogs and cats euthanased	4
11.11	Delivery Program Objective	Ranger Services		
Compliance with Companion Animals, Australian Road Rules, Protection of the Environmental Operations Act			# of offences	1
			# of Notices & Penalties issued	1
			# of complaints	24

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
11.12	Delivery Program Objective	Stock Impounding		
Compliance with Impounding Act			# of stock impounded	21 stock matters attended to but nil animals impounded
Remove stock from the road reserve			# of Notices & Penalties issued	Nil
11.13	Delivery Program Objective	Vehicle Impounding		
Compliance with Impounding Act			# of vehicles impounded	0
Impound abandoned vehicles on Council/public land			# of complaints	15
11.14	Delivery Program Objective	Section 68 Approvals		
Inspection of Health premises (Non food or hair/beauty premises, caravan/camping grounds).			# of applications	Only OSSM applications received. 65 Applications 65 Approvals 95 Inspections
Approval of Onsite Sewage Management Systems (OSSMS)			# of approvals	
			# of inspections	
11.15	Delivery Program Objective	Swimming Pool and Spa Safety		
Implement Councils Barrier Inspection Program under the Swimming Pools Act.			# of inspections carried out.	21
Ensure Compliance with the NSW Public Health Act in relation to Public Swimming Pools and Spas			# of premises registered Inspection frequency meets requirements of Swimming Pools Act.	24 Public Swimming Pools and Spas register Program delayed during period due to loss of trained staff member. Inspections still carried out as required by Act.
12.	Community Strategy	Assist community organisations to secure funding and other resources		
12.1	Delivery Program Objective	Community Grants		
Update the grant handbook for distribution and conduct annual community grant education/information workshop.			Evening conducted # of attendees.	Not held.
Conduct the 2019 Community Grants (Small) Program			Number of grant applications submitted with the assistance of Council	2019 Community Grants (Small) Program conducted.
Distribute information about funding via local media and electronically.				Ongoing.
Provide up to date information about grants and other funding opportunities for community organisations				Ongoing.

Rural and Urban Development

Goal – growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
1.	Community Strategy	Ensure that there is adequate land supply to accommodate future expected population growth	
1.1	Delivery Program Objective	Land Use Planning	
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	Review of existing tourism DCP chapter – RLS rural and agri tourism – Look at temporary events clause in LEP
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.	Multiple at varying stages. Awaiting information, prepare for gateway, prelim assessment
1.2	Delivery Program Objective	Land Use Strategy	
Investigate the potential benefits of preparing a land release strategy for Rural Residential Lands. <i>Partner/s: Planning NSW</i>		Options paper developed and reported to Council.	In progress for developing options paper – Outcomes in the RLS combined with review of Clarence Town as a whole.
1.3	Delivery Program Objective	Urban Consolidation and Expansion	
Work with appropriate agencies to identify potential lands for future expansion of urban areas within the Shire. <i>Partner/s: Office of Environment & Heritage</i>		5 year review of Dungog Standard Instrument LEP.	In progress – RLS, Clarence Town strategy work
1.4	Delivery Program Objective	Real Estate Development	
Continue to work on the next stage of the Melbee residential subdivision.		Melbee residential subdivision progression.	Lot 2 finalised and sold (settlement pending)
1.5	Delivery Program Objective	Improve and Strengthen Council's Relationship with the Development Industry and Other Stakeholders	
Improve the accessibility and usability of information available in print, web or through the Development Advisory Panel.		# of times Development Advisory Panel and Rezoning Panel utilised.	Development Advisory Panel met 11 times in the period.
1.6	Delivery Program Objective	Develop and Maintain an Appropriate and Contemporary Manual of Engineering Standards	
Revise the engineering standards listed in Council's Policy Register to reflect contemporary standards and practices.		Review completed and new manual adopted 2019-2020.	This review has not been undertaken at this time. Council has now appointed a full time Development and Traffic Engineer and this project is part of his KPI for his first year.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
1.7	Delivery Program Objective	Fire Safety Program	
Complete a fire safety audit of Council owned buildings relevant to land use.		# of Council owned buildings upgraded to meet fire safety standards.	Risk Evaluation completed. No further work occurred due to resourcing constraints.
1.8	Delivery Program Objective	Standard Conditions of Consent	
Planning, Engineering and Building Officers will review, modify and augment the Council's current list of Standard Conditions to reflect industry best practice.		Standard Conditions updated and adopted to reflect industry best practice.	Conditions workshop completed and draft set of conditions compiled. Engineering & environmental conditions to be included.
1.9	Delivery Program Objective	Zoning Certificates and Property Information	
Preparation of zoning certificates in accordance with legislative requirements.		# of 110.7 Certificates issued in a timely manner with minimal returns. Response times to general written property enquiries are reduced.	346 10.7 Certificates issued. Reduction in mean response times to enquiries. Adopted service standards being complied with.
1.10	Delivery Program Objective	Flood Plain Management Program	
Address the actions contained in the Dungog Flood Plain Management Plans		Flood plain management plan actions completed # of complaints regarding flood mapping data. Funding received	<ul style="list-style-type: none">- Work completed on Dungog Flood Warning System and system commissioned- Council resolved to voluntarily acquire 3 properties in Hooke Street which was a high priority action of the Dungog Flood Risk management study. First property acquired and sold by tender for relocation. No recorded complaints re Flood mapping data. Milestone funding for Dungog Flood warning system received during the period to the value of \$67,247. Milestone funding for the voluntary acquisition of the highest priority property of \$269,401 received along with a dividend from the sale of the property for relocation.
Apply for ongoing grant funding from OEH to deliver the Dungog Flood Plain Management Plans			
1.11	Delivery Program Objective	Council's Market Share of Contestable Building Activities.	
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	Council continues to provide a competitive certification process. High proportion of CDC's & CC's are issued by Council.
Greater promotion regarding Council's Building Services through the website		Feedback from Building Services users	Positive feedback received from public & building industry regarding content on Council's website.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
2.	Community Strategy	Maintain a long term planning approach that caters for diversity and choice in rural and village living	
2.1	Delivery Program Objective	Consolidate and Grow Existing Urban Centres	
Prepare a Local Strategic Planning Statement which includes specific place making guidance for Dungog, Clarence Town, Paterson, Vacy and Gresford/East Gresford		Stability and/or increase in the population numbers and housing stock within the towns and villages.	Completed and adopted. Submitted to the planning portal and sent to DPIE.
2.2	Delivery Program Objective	Strategic Planning	
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.	In progress – Stage 2 underway draft policy directions paper
2.3	Delivery Program Objective	Aesthetically Pleasing and Environmentally Sustainable Development	
Prepare an urban design chapter of Dungog DCP No. 1.		Adoption of urban design chapter which is consistent with Standard Instrument LEP. Innovative design and building practice information is available on Council's website	Ongoing.
3.	Community Strategy	Ensure the availability of land to facilitate commercial and industrial growth	
3.1	Delivery Program Objective	Land Development	
Continue to promote availability of Council owned industrial land.		# of lots sold.	9 lots sold, 3 unsold.
3.2	Delivery Program Objective	Land Use Planning	
Maintain the system to monitor uptake and development of existing commercial and industrial land.		Create an electronic monitoring system	Ongoing.
3.3	Delivery Program Objective	Development of Commercial and Industrial Sites	
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.	Employment land study is an action in the LSPS. Required for LEP review but dependent on availability of funding
4.	Community Strategy	Ensure that our land use planning for the Shire acknowledges the importance of our rural character and agricultural activities	
4.1	Delivery Program Objective	Planning Policy Framework	
Continuous review of Council's Planning Policies to ensure a policy framework that delivers high quality development outcomes.		Revised policies adopted by Council which is consistent with the Standard Instrument LEP and industry best practice.	Some policies updated and adopted.
Develop a Council policy that identifies and acknowledges local areas of scenic significance		Scenic preservation Policy developed in consultation with the community.	RLS in progress – Scenic protection overlay, scenic landscape zoning, DCP controls.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
4.2	Delivery Program Objective	Environmental Sustainability of Development Applications	
Assess Development Applications in accordance with Council's Planning Framework and Environmental Planning and Assessment legislative requirements		New approved development does not compromise the viability of existing rural and agricultural activities. Increase in the # of DA's processed within 40 days.	Significant number of land use conflicts due to new developments. 247 DA's processed during the period.
4.3	Delivery Program Objective	Environmentally Sensitive Tourism Development	
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. <i>Partner/s: Dungog Regional Tourism Board</i>		Tourism chapter of Dungog DCP developed in consultation with community and local businesses. Increase in the # of tourist related applications lodged with Council.	Draft in progress. Will follow post completion of RLS. NIL due to coronavirus.
4.4	Delivery Program Objective	Information System Planning Upgrade	
Upgrade of Council's mapping resources to include a rural capability layer and a vegetation layer to inform future development. <i>Partner/s: HCCREMS</i>		Council's mapping layers enhanced to enable improved strategic planning and environmental assessment.	Ongoing as become available.
4.5	Delivery Program Objective	Illegal and Unauthorised Development	
Identifications of non-compliant developments through a consents audit process.		Education programme developed to highlight to the public the need to obtain consent for certain types of development. Regularisation of unauthorised Development, where possible. Greater use of legal mechanisms to restrain environmentally harmful illegal development	The commencement of a full time Development Compliance Officer has improved Council's response times to complaints and led to increased regularisation of unauthorised developments. Education of the public has been a focus of the role. PIN's & Orders to restrain activities have been issued where appropriate to restrain activities.
Investigations of complaints received from the public			

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
4.6	Delivery Program Objective	Legal Planning Matters	
Representation of Dungog Council in legal matters pertaining to Planning		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 have proceeded to litigation during this period.
Preparation of Evidence for Court proceedings and acting as an expert witness on Council's behalf.			
5.	Community Strategy	Ensure the heritage and streetscapes of our villages are preserved and enhanced and our town entrances are signposted	
5.1	Delivery Program Objective	Local Heritage Fund	
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	Delivery Program Objective	Heritage Advisory Service	
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 during this period to provide comment on DA's.
5.3	Delivery Program Objective	Town Revitalisation	
Engage with local communities to identify projects, seek funding and work cooperatively towards beautification of local towns and villages and fostering sense of community pride.		Works undertaken that improve the amenity of towns and villages by Council or community organisations.	<ul style="list-style-type: none">- Dowling/Hooke Street works (Dungog) complete.- Maitland Road (Paterson) works complete- Dowling Street (Dungog) works between Mary & Mackay Street nearing completion.
5.4	Delivery Program Objective	Traditional Owners of the Land	
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.	Links to different local organisations need to be re-established.

Recreation and Open Space

Goal – access to a range of places, activities and facilities which cater for diverse sporting and recreational interests

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
2.	Community Strategy	Seek external funding from State and Federal Governments to assist with better planning and the provision of recreational and open space areas in Dungog Shire	
2.1	Delivery Program Objective	Asset Management	
Continuous review and implementation of Council's Asset Management Plans		Asset Management Plans are aligned with IP&R requirements and implemented.	Asset Management Plans reviewed and adopted.
Ensure Plans of Management are developed and reviewed to reflect current issues and community needs and Crown Land Management requirements		Plans of Management are reviewed and reported to Council	Plans of Management review for Council Buildings and Council managed Crown Lands commenced. Paterson Sports Ground and Dungog Showground nearing adoption.
2.2	Delivery Program Objective	Sporting Grounds	
Support Council's Management Committees		Management Committees regularly report to Council	Regular reporting undertaken where applicable
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	Delivery Program Objective	Asset Maintenance	
Maintain facilities and assets within adopted budgets		Facilities are maintained within budget	Facilities are generally being maintained within budgetary restraints. Extra cleaning associated with COVID has meant that toilet facilities and some community facilities have gone over budget.
2.4	Delivery Program Objective	Infrastructure Planning	
Undertake a capacity audit of existing sporting and recreational facilities. <i>Partner/s: Office of Sport and other relevant State & Federal Departments.</i>		Plan developed that will support future demands of open space.	Works not undertaken. Now scheduled for 2020/2021.

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
2.5	Delivery Program Objective	Funding		
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 received for funding of approx \$1.6M received for Clarence Town Sporting Facility, Bennett Park, Dungog Showground and Dungog Netball. Further grant of approx \$721,000 for Paterson Sportsground, Gresford Sportsground and Bennett Park. Further grant of \$180,000 for Dungog Showground.
3.	Community Strategy	Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community		
3.1	Delivery Program Objective	Asset Management		
Implement Council's Parks and Recreation Asset Management Plan			Asset Management Plan is developed within budgetary constraints	Asset Management Plans have been reviewed.
3.2	Delivery Program Objective	Sporting Grounds		
Support Council's 355 Management Committees for Sportsgrounds and the Dungog Showground			Management Committees regularly report to Council	Minutes of meetings being supplied to Council
3.3	Delivery Program Objective	Plans of Management		
Ensure Council's Parks and Recreation Asset Management Plan is improved and maintained to reflect current issues, community needs and IP&R requirements			# of Plans of Management implemented and reviewed.	Asset Management Plans have been reviewed.
3.4	Delivery Program Objective	Infrastructure Planning		
Undertake a capacity audit of existing sporting and recreational facilities. Partner/s: Office of Sport & other relevant State & Federal Departments			Plan developed and reported to Council that will support future demands of open space.	Works not undertaken. Now scheduled for 2020/2021.
4.	Community Strategy	Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors		
4.1	Delivery Program Objective	Sporting Facility Maintenance		
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.
4.2	Delivery Program Objective	Weed Eradication		
Spraying of Bindii and Clover weeds on sportsfields.			Annual spray programme undertaken.	Annual spray undertaken.
4.3	Delivery Program Objective	Park Playground Inspections		
Monthly inspections for safety and amenity.			# of playgrounds Inspected on a monthly basis.	All playgrounds (15) inspected on a monthly basis.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
4.4	Delivery Program Objective	Park Mowing	
Mowing of Parks to be undertaken on a rolling programme.		All parks to be mowed once per month or as seasonally required.	Parks being mowed as seasonally required.
Mowing of Sporting Grounds to be undertaken on a rolling program		All Sporting Grounds to be mowed twice per month or as seasonally required.	Sporting grounds mowed as seasonally required
4.5	Delivery Program Objective	Council Owned Swimming Pools Management	
Monitoring of contractor performance and compliance with Public Health requirements.		# of non-compliances with contract # of complaints received directly by Council.	Nil non-compliances observed One unsigned complaint received
5.	Community Strategy	Review the provision of improved camping and caravan facilities throughout the Shire	
5.1	Delivery Program Objective	Management of Williams River Holiday Park	
Ensure the lawful and safe provision of camping and caravanning at the Park.		Compliance with Section 68 Certificate and Crown Lands Occupancy rate of the Park # of complaints from Park users	Compliant, pending amenities. Figure skewed due to coronavirus. 2 complaints from an evicted visitor.
6.	Community Strategy	Encourage and support a diversity of sporting and recreational activities throughout the Shire	
6.1	Delivery Program Objective	Asset Maintenance	
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	Delivery Program Objective	Sporting Diversity	
Continue discussions with the Office of Sport in relation to the promotion of various sporting activities		Meetings with OoS	Quarterly meetings attended until COVID 19 suspended face to face but Zoom links continued
6.3	Delivery Program Objective	Funding Programs	
Conduct annual workshops in relation to sporting grant funding.		Annual Workshop held.	1 held with sporting organisations
6.4	Delivery Program Objective	Equity of Use	
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.
Implement the actions as identified within the Council's Disability Inclusion Plan that are relevant to Council's Sport & Recreation		Review identified actions	Reactivated Access Committee to review actions and identify emerging issues including seating and play equipment
6.5	Delivery Program Objective	Pricing	
Review Council's fee structure to encourage community use of local sports and recreational facilities.		Fees placed on public exhibition annually Feedback received from user groups.	Fees exhibited with Operational Plan each year.

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
6.6	Delivery Program Objective	Accessibility		
Implement the actions as identified within the Council's Disability Inclusion Plan that are relevant to Councils Sport & Recreation facilities.			# of actions implemented.	2 actions implemented. Success with grant application to construct all inclusive park in shire local park.
7.	Community Strategy	Ensure that appropriate access to public land is maintained		
7.1	Delivery Program Objective	Access to Public Lands		
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.			Engagements with relevant agencies and recorded minutes/outcomes	Nil engagements undertaken in this regard
7.2	Delivery Program Objective	Cemeteries Mowing		
Mowing undertaken on a rolling programme.			Maintenance scheduled completed - All cemeteries to be mowed a minimum of 8 times per year.	Mowing undertaken as seasonal required.
			# of complaints	4 Customer requests received
8.	Community Strategy	Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for		
8.1	Delivery Program Objective	Tourist Infrastructure		
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	Ongoing.
Partner/s: Dungog Regional Tourism Association				

Public Infrastructure & Services

Goal – our community is supported by safe, functional, accessible and well maintained infrastructure and effective local and regional transport networks

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
1.	Community Strategy	Improve the safety and functionality of our road network	
1.1	Delivery Program Objective	Council Advocacy	
Lobby State and Federal Governments for the appropriate allocation of funding for local road upgrade and maintenance		Appropriate levels of funds secured for road upgrades.	Funding sourced for Regional Road 101 and 301 upgrades.
Work with the State Government on the process of road re-classification.		Dungog Shire Council prioritized in the State Government road reclassification process	This process has commenced with submissions due in August 2020
Apply for relevant grants for road improvements (ie: Black Spot Funding)			
1.2	Delivery Program Objective	Road Asset Management Policy and Plans	
Review and update Council's Road and Transport Asset Management Plan and associated policy documents		Policies and Plans are reviewed and adopted by Council	Asset Management Plan reviewed and adopted in 2018.
1.3	Delivery Program Objective	Unsealed Rural Road Network Review	
Review the Unsealed Road Network to provide improved equity for residents		Unsealed Rural Road Network is reviewed and reported to Council	Project commenced but not yet completed. Scheduled for completion in 2020/2021.
1.4	Delivery Program Objective	Funding	
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, Fixing Local Roads
1.5	Delivery Program Objective	Road Safety	
Undertake road safety audits across the Shire. <i>Partner/s: Roads and Maritime Services</i>		% of road network reviewed.	– Regional Road Network - Nil – Local Road Network - Nil
1.6	Delivery Program Objective	Road Funding	
Development of Route Access Strategy documents for the balance of Council's Regional Road Network.		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 traffic Regional Roads

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
2.	Community Strategy	Ensure a local police presence throughout the Shire	
2.1	Delivery Program Objective	Work with Local NSW Police Service Via Local Networks and Programs	
Participate in Community Safety Precinct Committees.		Attendance at quarterly meetings.	
Major event notification to ensure awareness of Local Area Commands for potential increased resource demands. <i>Partner/s: NSW Police Association, Licensees, Liquor Accords, Dungog Shire Events.</i>		Decrease in the # of alcohol related incidents at events.	Attend Hunter Council Crime Prevention Network quarterly
2.2	Delivery Program Objective	Lobbying for Greater Police Presence in Our Shire.	
Ongoing communications to the Local Member and Minister for Police in relation to Police numbers. <i>Partner/s: NSW Police Association</i>		Increased local Police numbers within the Shire.	Ongoing.
2.3	Delivery Program Objective	Foster Community Awareness to Report Incidents to Crimestoppers	
Support awareness through promotions and Council's website. <i>Partner/s: NSW Police</i>		Increased incident reports.	Increased incident reports. – ongoing promotion to report crime including vandalism
3.	Community Strategy	Ensure that our communities have local access to quality educational and health & social services/facilities	
3.1	Delivery Program Objective	Health Services	
Host quarterly Health Forums with Hunter New England Health and NGO's.		Health Forums conducted.	Reactivated October 2019, suspended due to COVID-19.
Support development of suitable promotional material that reflects local needs.		Promotional material disseminated through community.	Ongoing through networks.
Provide information through Council's website.			
Participation in the Hunter New England Health Local Health Committee (Dungog Branch) <i>Partner/s: Hunter New England Health, allied health services, NGO health providers.</i>		Attendance at Committee meetings Advocacy/support for availability of health services within the Dungog Shire Community awareness of available health services	Nil due to COVID.
4.	Community Strategy	Ensure our local bridge network is safe and able to accommodate heavy vehicle load requirements	
4.1	Delivery Program Objective	Bridge Assessments	
Undertake Bridge inspections on a regular basis		All bridges are inspected once per annum	Inspection program being met
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
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

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
4.2	Delivery Program Objective	Timber Bridge Upgrades		
Implementation of Council's Timber Bridge replacement program.			# of timber bridges upgraded or replaced to meet current load standards	Two bridges on Allyn River Road completed. One bridge on Paterson River Road complete and a further bridge commenced. Works commenced on Tillegra and Summer Hill Bridges.
4.3	Delivery Program Objective	Community Consultation		
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	Delivery Program Objective	Funding		
Grants are applied for from both State and Federal Government			# of grant applications made # of successful applications	Bids submitted for REPAIR, Black Spot, Safer Roads, Bridges Renewal, Innovation Fund, Roads to Recovery, Fixing Country Roads, Fixing Local Roads Funding received under REPAIR (1), Blackspot (2), Safer Roads (2), Bridges Renewal (2), Fixing Country Roads (1), Roads to Recovery (1), Fixing Local Roads (3)
Council sources funding for matching grants where required			Funding is sourced to match grant funding where required	Funding sourced through loan borrowings or SRV where available and/or required.
Council engages with the State and Federal Governments for improved funding for timber bridge replacement			Over the next 4 years, inclusion of \$16M grant funding into Council's budget for the replacement of timber bridges in the Shire	Awaiting confirmation of program parameters.
5.	Community Strategy	Improve the provision of transport services to communities within the Shire		
5.1	Delivery Program Objective	Rail Services		
Lobby State Government to ensure that local passenger rail services are maintained and improved.			Access to rail services is retained.	Ongoing.
Lobby State Government for improved accessibility at local stations.			Station upgrades are undertaken.	Ongoing.
5.2	Delivery Program Objective	Community Transport		
Continue to support Dungog and District Neighbourcare in relation to community transport needs.			Lobby to ensure that funding levels to Neighbourcare are maintained.	Working in partnership to identify gaps within the transport network in LGA

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
6.	Community Strategy	Ensure that community assets and facilities and public infrastructure are maintained and improved to a reasonable standard	
6.1	Delivery Program Objective	Water/Sewer	
Ongoing participation with the Hunter Water Community Consultative Committee		Attendance at meetings.	Meetings attended by Mayor John Connors and previously by Cr Tracy Norman.
Quarterly meetings with Hunter Water Managing Director, Mayor and General Manager to ensure Dungog Shire needs are responded to by Hunter Water			
6.2	Delivery Program Objective	Unsealed Road Grading	
Maintenance grading works as per Council's adopted annual programme.		% of programme completed.	Program complete.
6.3	Delivery Program Objective	Rural Local Sealed Roads Shoulder Grading	
Shoulder grading undertaken as required.		Minimum 5% by length of Rural Local Sealed Roads are shoulder graded.	10% of network shoulder graded
6.4	Delivery Program Objective	Rural Regional Roads Shoulder Grading	
Shoulder grading undertaken as required.		Minimum 7.5% by length of Rural Regional Sealed Roads are shoulder graded.	5.3% of network shoulder graded.
6.5	Delivery Program Objective	Rural Local Sealed Roads – Roadside Slashing	
Slashing undertaken on rolling programme.		All sealed Rural Local Roads slashed twice per annum or as seasonally required.	Program achieved.
6.6	Delivery Program Objective	Rural Regional Roads – Roadside Slashing	
Slashing undertaken on rolling programme.		All Regional Roads slashed three times per annum or as seasonally required.	Two full services achieved (reduced service due to drought).
6.7	Delivery Program Objective	Construction And Rehabilitation Works	
Works undertaken as funding allows.		% of annual rehabilitation and construction funding spent.	87.4% of available Capital Budget expended.
6.8	Delivery Program Objective	Rural Local Sealed Roads - Resealing	
Resealing undertaken as per Council's programme.		Minimum 3% by length of Rural Local Sealed Roads are Resealed.	1.6% of network resealed. Residual funds allocated to 2020/2021.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
6.9	Delivery Program Objective	Regional Roads – Resealing	
Resealing undertaken as per Council's programme.		Minimum 3% by length of Rural Regional Roads are resealed.	5.8% of network resealed.
6.10	Delivery Program Objective	Urban Local Sealed Roads – Resealing	
Resealing undertaken as per Council's programme.		Minimum 3% by length of Rural Local Sealed Roads are resealed.	Resealing works not undertaken. Residual funding through to 2020/2021.
6.11	Delivery Program Objective	Concrete Footpath Inspections	
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.	Inspection programme being met.
6.12	Delivery Program Objective	Public Toilet Inspection and Cleaning	
Undertaken twice per week.		Maintenance schedule is met.	Maintenance schedule is being met
6.13	Delivery Program Objective	Street and Gutter Clean	
Undertaken twice per week in Dungog.		Maintenance schedule is met.	Maintenance schedule is being met.
6.14	Delivery Program Objective	Guardrail	
Guardmesh is replaced as funding allows – generally as part of rehabilitation works.		Length of guardmesh installed or replaced.	1298m of guardrail installed
7.	Community Strategy	Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population	
7.1	Delivery Program Objective	Emergency Management	
Continuous review and implementation of EMPLAN		EMPLAN Implemented	EMPLAN reviewed and adopted at Regional Level and being implemented
7.2	Delivery Program Objective	Emergency Services	
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	Delivery Program Objective	Sewerage Services	
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	Delivery Program Objective	Aged Accommodation	
Maintain Alison Court units to the required standard in accordance with budget		% of maintenance budget expended. # of facility inspections undertaken.	61% of maintenance budget expended 3 facility inspections undertaken

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
7.5	Delivery Program Objective	Bike Plan	
Review and update Council's Bike Plan.		Bike Plan endorsed by Council and strategies	Bike plan to be reviewed in 2020/2021.
7.6	Delivery Program Objective	Infrastructure & Services Gap Analysis	
Respond to the outcomes and gap analysis in the 2018 Community Survey conducted by Micromex		Gap between community identified service priority and service delivery reflected in adopted budgets and capital works.	Gap analysis being reviewed in line with future budgets.
8.	Community Strategy	Advocate for improved rail services in the Dungog Shire	
8.1	Delivery Program Objective	Rail Services	
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	Ongoing.
9.	Community Strategy	Ensure that community assets, facilities and public infrastructure are planned for, improved and maintained to a reasonable standard	
9.1	Delivery Program Objective	Asset Management	
Continuous review and implementation of Building Asset Management Plan in relation to community facilities.		Building Asset Management Plan implemented.	Building AMP adopted and being implemented.
Implement Council adopted Development Contributions Plan		New plan implemented.	New contributions plan being implemented.
9.2	Delivery Program Objective	Asset Maintenance	
Maintain facilities and assets within budgetary limitations.		% of maintenance budget expended.	Budget fully expended.
9.3	Delivery Program Objective	Funding	
Continue to explore opportunities to submit grant applications for facility upgrades.		Value of grant funding received per annum \$.	Multiple grants received for funding of approx \$1.6M received for Clarence Town Sporting Facility, Bennett Park, Dungog Showground and Dungog Netball. Further grant of approx \$721,000 for Paterson Sportsground, Gresford Sportsground and Bennett Park. Further grant of \$180,000 for Dungog Showground.
9.4	Delivery Program Objective	Community Facilities	
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.
Implement the actions as identified within the Council's Disability Inclusion Plan that are relevant to Council's community facilities.			Plan to be reviewed and implemented (within budgetary constraints) in 2020/2021.

Council Governance & Finance

Goal – Dungog Shire Council is recognised for strong community leadership, financial sustainability and ethical, accountable and responsive governance

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
1.	Community Strategy	Councillors are responsive, accessible and actively involved within local communities	
1.1	Delivery Program Objective	Councillor Representation	
Councillor attendance at Statutory Meetings Councillor engagement with Section 355 Committees. Councillor involvement in community meetings and events		# of Statutory Meetings attended by Councillor Councillor attendance at 355 Committee meetings in their Wards as required. Councillor participation in local community activities	Councillors attend Statutory Meetings as required. Councillors attend appointed 355 Committee meetings as required. Councillors participate in local community activities as required.
1.2	Delivery Program Objective	Councillor Access to Information	
Web page information maintained.		Information is complete and current.	Maintained as required.
Provision of comprehensive and professional Council Business Papers			Comprehensive & professional Business Papers supplied.
1.3	Delivery Program Objective	Councillor Information Sessions	
Briefing sessions scheduled for Councillors on a regular basis.		A minimum of 8 Councillor Strategic Workshops held per annum.	Workshops held. Some meetings held via Zoom during pandemic.
1.4	Delivery Program Objective	Councillor Training	
Training needs identified and information disseminated in a timely manner.		Councillors involvement in training sessions/ attendance.	Training opportunities limited during pandemic.
1.5	Delivery Program Objective	Councillors Professional Development	
Professional development opportunities identified and offered to the Mayor and Councillors.		# of Councillors who undertake professional development activities.	Training opportunities limited during pandemic.
Assessment of individual Councillors key competencies.		Community satisfaction with Councillors performance	
Partner/s: LGNSW, NSW OLG			

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
2.	Community Strategy	Decision-making processes are open, transparent and inclusive	
2.1	Delivery Program Objective	Governance – Meetings	
Review and adopt new model Code of Meeting Practice <i>Partner/s: NSW OLG</i>		Model Code of Meeting Practice reviewed and adopted.	Reviewed and adopted.
Review and adopt new model Code of Conduct <i>Partner/s: NSW OLG</i>		Model Code of Conduct reviewed and adopted.	Reviewed and adopted.
Commence as a minimum audio recording of Council Ordinary Meetings for the purpose of facilitating public access		Recordings in place in the Council Chamber by December 2019	Complete - November 2019
2.2	Delivery Program Objective	Governance – Delegations	
Ensure Council Delegations of Authority are up to date and relevant		Delegations of Authority reviewed and adopted by Council as required.	Delegations of Authority reviewed and updated as required.
2.3	Delivery Program Objective	Governance – Public Access	
Continue to fulfil Council's obligations under the Government Information (Public Access) Act.		Publications guide updated regularly.	Complete – publication guide updated.
3.	Community Strategy	Council undertakes broad and effective communication and engagement with the communities across the Shire	
3.1	Delivery Program Objective	Mayoral Update	
Mayoral Updates are disseminated to media outlets on a weekly basis.		Weekly distribution completed 90% of the year	Mayoral update distributed through email and hard copy means.
3.2	Delivery Program Objective	Maintain Relationship with the Media	
Media releases prepared on issues as they arise.		# of press releases issued per annum. # of media interviews undertaken.	
3.3	Delivery Program Objective	Community Engagement Strategy	
Community Engagement Plan.		Strategy reviewed and reported to Council.	Ongoing.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
4.	Community Strategy	Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan 2030	
4.1	Delivery Program Objective	Organisational Structure	
Ensure the organisational structure is capable of delivering on the strategic direction of Council with a focus on customer service and the operational readiness of the Infrastructure and Assets Department.		Structure reviewed to reflected adopted Council strategy	Structure to be reviewed after next election.
Annual review of General Manager's performance. <i>Partner/s: LGNSW</i>		General Manager performance review undertaken.	New General Manager will be reviewed on 12 monthly timeframe.
4.2	Delivery Program Objective	Corporate Brand	
Review Dungog Shire Council's brand and reputation in accordance with the aspiration of Council's Community Strategic Plan 2030 and contemporary local government practice. <i>Partner/s: C7EVEN Communications</i>		Review completed with Council	Ongoing.
5.	Community Strategy	Council undertakes prudent financial management to ensure its long-term viability	
5.1	Delivery Program Objective	Budget	
Continue to provide monthly works cost statement to Council.		Monthly reports provided in the Council Business Paper to Council's satisfaction	Complete – reports provided on a monthly basis.
5.2	Delivery Program Objective	Debt Recovery	
Continue to proactively manage debt recovery action.		Outstanding rates <7%	Complete – outstanding rates expected to be under 7% at year end.
5.3	Delivery Program Objective	Fleet Operations	
Review Council's fleet operations to ensure returns on investment.		Positive return to Plant Reserve annually.	Currently returning positive results to the Plant Reserve.
5.4	Delivery Program Objective	Finance – Investments	
Invest surplus funds in accordance with Council policy.		Investment returns equal 90 day BBSW. Reports provided in the Council Business Paper to Council's satisfaction	Complete – reports provided on a monthly basis.
5.5	Delivery Program Objective	Investments	
Investigate the feasibility of outsourcing the management of Council's investment portfolio to a third party.		Report submitted to Council following evaluation.	Complete

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
5.6	Delivery Program Objective	Financial Planning	
Continuous review of Council's Long Term Financial Plan to assist deliberations on future funding decisions of Council.		LTFP reviewed and scenarios developed for Council's consideration as required.	Complete – base line 10 year financial plan developed on current data.
5.7	Delivery Program Objective	Financial Sustainability	
Monitor Council's long term financing strategy to fund renewal of infrastructure including additional Special Rate Variations and borrowings.		Quarterly reports provided to Council	Budget Quarterly Review completed
6.	Community Strategy	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	
6.1	Delivery Program Objective	Corporate	
Salary System meets Local Government Award requirements.			Complete
Develop organisational wide values in consultation with staff		Organisational values identified and endorsed by staff that guide day to day behaviours	Incomplete.
6.2	Delivery Program Objective	Workplace Health and Safety	
Comprehensive review of Council's Workplace, Health and Safety framework/systems and processes.		Policy documents reviewed and updated and staff training completed and recorded	Review commenced but interrupted by HR Advisor resigning.
6.3	Delivery Program Objective	Employee Relations	
Maintain funding for Council's Employee Assistance Program.		Designated budget adopted by Council.	Complete.
6.4	Delivery Program Objective	Human Resources Policy Development	
Development of a suitable range of Human Resource policies to assist/support staff.		Policies submitted to Council by 30 June '20	Commenced but interrupted by HR Advisor resigning.
6.5	Delivery Program Objective	Workforce Strategy	
Implement strategic initiatives within Council's Workforce Strategy.		Strategic initiatives implemented	Ongoing.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
7.	Community Strategy	Council maintains a regional outlook and seeks opportunities for strategic alliances with neighbouring councils	
7.1	Delivery Program Objective	Hunter Joint Organisation (HJO)	
Ongoing advocacy role at HJO Board level		Attendance at Board Meetings and participation in strategic planning	Meetings attended in person and via zoom during pandemic.
General Managers Advisory Committee		Attendance at GMAC and participation in strategic planning.	Meetings attended in person and via zoom during pandemic.
Representation on professional network groups by staff with regional advocacy matters being reported through to GMAC		# of regional advocacy matters addressed	Meetings attended in person and via zoom during pandemic.
7.2	Delivery Program Objective	Strategic Services Aust Ltd (SSA)	
Ensure that SSA business activities protect and promote the interests of the shareholders.		Attendance at SSA Board Meetings as a shareholder Reports to the HJO Board Updates provided to Dungog Shire Council.	Meetings attended in person and via zoom during pandemic.
7.3	Delivery Program Objective	Resource Sharing	
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.
8.	Community Strategy	Council will advocate for the communities in the Dungog Shire by actively pursuing constructive relationships with the other spheres of government	
8.1	Delivery Program Objective	Political Advocacy	
Maintain regular contact with local State & Federal members and their support staff.		Regular contact maintained.	Regular contact as issues arise.
Follow established protocols when seeking meetings with various Ministers.		Request to local member and briefing paper supplied.	Protocols followed.
Maintain relationship with Hunter Regional Director of Premiers & Cabinet		Six monthly meeting held	Not held due to COVID.

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
9.	Community Strategy	Communities across the Shire have access to a range of communication formats for receipt and exchange of information		
9.1	Delivery Program Objective	Corporate Support – Information Systems		
Enhance Council's Information Systems so as to meet the current and future needs of the organisation			Designated budget adopted by Council	Complete
			System upgrade undertaken as necessary.	Currently in test mode
			Organisation operates on current version of software for LG Application.	Complete
Monitor Council's managed services provider to ensure system outages /downtime meets service agreement			Downtime less than 1% of annual working hours.	Complete
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.
Maintain an online presence			Council's website accessible 95% of time.	Complete.
Monitor information uploaded to Council's website.			Nil complaints in relation to copyright/ privacy breaches.	Nil complaints received.
Partner/s: C7EVEN Communications				
10.	Community Strategy	Other Council Programs and Activities Supporting Council Governance And Finance		
10.1	Delivery Program Objective	Corporate Records Management		
Safeguard Council's records and meet legislative responsibilities.			% of records held in record repository.	70% held in complying storage.
			Compliance with State Records Act.	Ongoing

2019/20 ACTIONS			PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2020
10.2	Delivery Program Objective	Risk Management		
Undertake annual Public Liability and WHS Audits			Audits undertaken. Improved performance.	Risk Management
Attend regional risk management meetings and disseminate information to relevant staff.			80% of meetings attended.	Complete
Maintain Council's insurance portfolio.			Insurance renewed annually within timeframe	Complete
Monitor Council's workers compensation claims.			Claims are monitored and RTW programs implemented.	Complete
Monitor Council's Return to Work programmes.			Workers Compensation Premium is monitored and minimised where possible.	Complete
Lead the organisation in respect of new online risk register database.			# of employees with greater than 5 days lost time per annum.	Complete
Development and review of business and continuity plan.			Business continuity plan tested annually.	Nil employee's with greater than 5 days lost time.
10.3	Delivery Program Objective	Business continuity ensured through cloud operating environment and data centres. Civica to provide written confirmation.		
Ensure Service NSW payments agency is operational during Council opening hours			Trained staff available to meet operational requirements	Complete
Comply with Service NSW performance and statutory expectations.			Nil Deficiency/ Compliance reports.	Nil reports received to date.

The background of the slide is a photograph of a paved road in the foreground, leading to a grassy area with several large logs lying horizontally. In the background, there are trees and a clear blue sky. A semi-transparent blue rectangle is centered over the image, containing the title text.

STATUTORY REPORTING REQUIREMENTS

DUNGOO

LEGAL PROCEEDINGS

Legal Costs – Legal Advice

Planning Department - \$237,079

Corporate Services Department - \$40,061

Court Matters

	Costs	Case	State of Progress
Council v Hunter Industrial Rental Equipment Pty Ltd, Buttai Gravel and EPA.	\$205,091	Class 4 Proceedings Martins Creek Quarries.	Costs

MAYORAL & COUNCILLOR EXPENSES

In addition to the Mayoral Fee of \$15,455 and Councillors Fees of \$82,710 expenditure in relation to the provision of facilities and Councillors expenses amounted to \$36,540. This figure includes:

• Council Elections		Nil
• Code of Conduct Investigations	\$	25,000
• Provision of dedicated office equipment allocated to Councillors		Nil
• Conference and Seminar Expenses	\$	904
• Training & skill development	\$	1,534
• 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	\$	292
• Travelling	\$	2,738
• Meals & Sustenance	\$	3,490
• Delegates Expenses	\$	2,582
	Total	\$ 36,540

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 Local Government 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 2020:
 - 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 2019/2020 one position of Council was classified as Senior Staff pursuant to Section 332(2) of the Local Government Act, being the General Manager.

During 2019/2020 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 \$292,947.

Salary component:	\$255,766
Superannuation:	\$23,681
Vehicle:	\$13,500
Membership Contributions:	Nil

MAJOR CONTRACTS

Name	Payment Approved by Council	No. of Jobs	Contract Period (Years)	Nature of Goods or Services
Brasso Contractors Pty Ltd	\$190,981	Various	One	Plant Hire
Bridgebuild & Civil Pty Ltd	\$480,843	Various	NA	Bridge Construction
Burns Earthmoving Pty Ltd	\$845,533	Various	One	Plant Hire
Colas NSW Pty Ltd	\$987,317	Various	N/A	Bitumen
Cramps Earthmoving	\$231,895	Various	One	Plant Hire
Edser Plant & Civil Pty Ltd	\$310,187	Various	One	Plant Hire
GHD Pty Ltd	\$186,736	Various	NA	Rural Lands Strategy Consultancy
Guardian Traffic Services	\$389,262	Various	N/A	Provision of Temporary Labour - Traffic Control
GW & GJ Trappel Pty Ltd	\$335,188	Various	One	Plant Hire
Hastings Co-operative Limited	\$227,520	Various	N/A	Supply and Delivery of Bulk Fuels
Holcim (Australia) Pty Ltd	\$152,233	Various	N/A	Supply of stock pits/pipes
iCombined 360 Services Group Pty Ltd	\$327,943	Various	N/A	Traffic Control
Irwin Fencing Pty Ltd	\$224,994	Various	N/A	Guard Rails
JR & E G Richards Pty Ltd	\$891,334	Various	Six	Waste & Recycling Collection
Labour Co-operative Limited	\$319,895	Various	N/A	Provision of Temporary Labour - Traffic Control
PDA Building	\$310,275	Various	N/A	Building of John Tucker Amenities
Quarry Products Newcastle Pty Ltd	\$1,528,045	Various	N/A	Road Base & Aggregate
Saunders Civilbuild Pty Ltd	\$1,803,324	Various	N/A	Bridge Construction
Stabilised Pavements of Australia	\$466,527	Various	N/A	Stabilisation Works – Various locations
Viafix Australia	\$162,033	Various	N/A	Stock of cold mix

WORK CARRIED OUT ON PRIVATE LAND

During the period 1st July 2019 to 30th June 2020, 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 \$49,678 and was made up as follows:

Donations & Contributions

	\$
- Dungog Arts Society	1,000
- Dungog Information & Neighbourhood Centre	1,594
- Radio Dungog	1,815
- Vacy Carnival	4,660
- Rotary Club of Dungog Inc	4,300
- Dungog Menshed Inc	848
- Dungog & District Netball Association	4,460
- Dungog Public School P&C	2,000
- Gresford Historical Society Inc	1,950
- Clarence Town Lions Club Inc	4,460
- Dungog District Chamber of Commerce	2,000
- Dungog Pony Club Inc	1,422
- Dungog & District Cricket Association Inc	1,962
- Dungog Soccer Club	1,650
- Clarence Town Rugby League Football Club	1,600
- Local Living Dungog	1,500
- Dungog Community Pre-school	1,327
- Paterson Allyn Williams Science	2,000
- Dungog High School	100
- Gresford District Agricultural Show	250
- Anzac Day	445
- Arts Upper Hunter	5,910
- Australia Day	2,198
- Variety Special Children's Christmas Party	227
Total	49,678

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.

COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Council did not hold a controlling interest in any company during 2019/20.

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 2020, 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.
- The Hunter Joint Organisation, and its group entities, are the hub for local government collaboration, strengthening our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over sixty years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.

There are four key entities that operate as part of the current enterprise offering:-

- **Hunter Joint Organisation** – a statutory body under the *Local Government Act 1993 (NSW)*, established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter. The Hunter Joint Organisation's statutory mandate includes identifying key regional strategic priorities, advocating for these priorities, and building collaborations around these priorities with other levels of government, industry and community.
- **Strategic Services Australia Limited** (and its wholly owned subsidiary **Hunter Councils Legal Services Limited**) – are companies limited by guarantee under the *Corporations Act 2001 (Cth)* and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through its five divisions; Local Government Training Institute, Local Government Legal, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land), and the Regional Policy & Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program (HCCREMS), on behalf of both Hunter JO member councils and Central Coast Council).
- **Hunter Councils Incorporated** - an incorporated association under the *Associations Incorporation Act 2009 (NSW)* that holds property assets for the Hunter Joint Organisation group.

Dungog Shire Council has representation on each entity's Board, and shares ownership and governance of the entities with the other nine councils of the Hunter Region."

- 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.
- 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 \$176,643 and comprised the following:

- Mandatory Pensioner Rebates under Section 575 of the Local Government Act 1993: \$171,869 (55% reimbursed to Council by the State Government).
- Postponed Rates and Charges written off under Section 595 of the Local Government Act 1993: \$178.49
- Abandonments – small debts \$275.81
- Voluntary Conservation Agreements: \$4,318.98

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 2019/20 \$41,830

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 and the private facility is located in an adjoining Local Government area.

In 2019/2020, \$34,130 was expended on Council's Companion Animal program. Expenditure consists of fees to the private impounding facilities, administration and related programs such as the provision of educational material and investigation of complaints. Revenue from Companion Animals fees of \$16,600 was received. 110 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. Council also administers a social media page (Facebook) "Lost and Found in the Dungog Pound" where information regarding seized and lost animals as well as responsible pet ownership information is promoted.

During the reporting period, out of the 41 Companion animals seized, 6 were reunited with owners (16%), 19 (46%) were rehomed with an Animal Welfare Organisation, 12 (30%) were rehomed privately and 4 (8%) were required to be euthanased. 62 Companion animals related complaints were received during the period.

Council has adopted a Companion Animals Management Plan that details strategies in relation to companion animals in this area and includes programs for improved education, desexing and provision of off leash areas in the Shire. This Plan is due for review.

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 and 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	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	3	0	0	0	0	1	0	0	4	44%
Not for profit organisations or community groups	0	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	0%
Members of the public (other)	4	1	0	0	0	0	0	0	5	56%
Total	7	1	0	0	0	0	0	0	9	
% of Total	78%	11%	0%	0%	0%	11%	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	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	3	1	0	0	0	0	0	0	4	44%
Access applications that are partly personal information applications and partly other	4	0	0	0	0	1	0	0	5	56%
Total	7	1	0	0	0	1	0	0	9	
% of Total	78%	11%	0%	0%	0%	11%	0%	0%		

*A **personal information application** is an access application for personal information (as defined in Clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

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

Table D: Conclusive presumption of overriding matters listed in Schedule 1 of the Act public interest against disclosure:		
	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0
Cabinet information	0	0
Executive Council information	0	0
Contempt	0	0
Legal professional privilege	0	0
Excluded information	0	0
Documents affecting law enforcement and public safety	1	100%
Transport safety	0	0
Adoption	0	0
Care and protection of children	0	0
Ministerial code of conduct	0	0
Aboriginal and environmental heritage	0	0
Total	1	

*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	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

Table F: Timeliness		
	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	7	78%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	2	22%
Total	9	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)				
	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by ADT	0	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	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

Table I: Applications transferred to other agencies		
	Number of applications for review	% of Total
Agency - initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	

INSPECTION OF PRIVATE SWIMMING POOLS

Details of inspections of private swimming pools during 2019/2020:

- 2 tourist and visitor accommodation inspections carried out.
- 0 premises with more than two dwellings inspected.
- 17 inspections that resulted in the issuance of a Compliance Certificate.
- 2 inspections that resulted in the issuance of a Non-Compliance Certificate.
- Total of 21 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 2019/2020 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.

ACTIVITIES FUNDED VIA A SPECIAL RATE VARIATION OF GENERAL INCOME

On 14 May 2019 IPART advised that Council's SRV was partially approved for a five year period, meaning that Council can increase its general income for the period from Year 2019-20 to Year 2023-24 consisting of annual increases to rates as follows:

Year	Annual General Increase in General Income
2019-20	15.0%
2020-21	15.0%
2021-22	10.0%
2022-23	10.0%
2023-24	10.0%

The additional revenue will allow Council to fund operating and capital expenditure for key assets including the road network, timber bridges and community facilities, enhancing financial sustainability and beginning to reduce councils infrastructure backlog.

The SRV expenditure budget in 2019-20 was \$746,000. Actual expenditure was \$300,868. The proposed program for all SRV funded projects was delivered last year except for the Torryburn Road rehabilitation project, this project experienced some delays, this project will be finalised in 2020-21. The table below outlines the actual SRV expenditure in 2019-20.

Project	SRV Budget	Total Actual Project	Total SRV Funds used
Torryburn Road Rehabilitation	\$529,000	\$529,000	\$ 83,868
Loan Borrowing Repayments for Timber Bridges (Bullockeys, Wheelabout, Coulston, Spooner)	\$168,000	\$168,000	\$168,000
Maintenance of existing assets and Sustainability Improvements	\$ 49,000	\$ 49,000	\$ 49,000
	\$746,000	\$746,000	\$300,868

For the year ended 30 June 2020, the net operating result was in surplus of \$3.94 million, compared to a surplus of \$3.77 million forecast in the Long Term Financial Plan (LTFP). Before capital grants and contributions, the deficit was \$4.20 million, compared to a deficit of \$2.32 million forecast in the LTFP.

Actual income from continuing operations totalled \$24.69 million, compared to \$22.92 million forecast in the LTFP. Actual expenses from continuing operations totalled \$20.75 million, compared to \$19.15 million forecast in the LTFP.

The net operating result was \$167K more favourable than forecast due to the drivers below:

1. Capital grants and contributions were \$2.05 million higher than forecast due to a number of unbudgeted successful grant applications and contributions across infrastructure asset categories of roads, bridges and community facilities.
2. Materials and Contracts were \$1.56 million lower than forecast due to reduced expenditure in IT hardware/software licensing and support, plant maintenance and waste programs.
3. Net losses from the disposal of assets totalled \$1.95 million. During the year, property and infrastructure assets with a carrying value of \$2.05 million were replaced. The resulting write-off turned a forecasted modest gain of \$109K into a loss. This represented a \$1.95 million negative impact on the forecast result.

Since the IPART announcement Council has worked with several owners of farmland properties held in multiple lots to seek one rateable assessment. Council has assisted these owners reduce seventeen (17) separate rateable assessments down to seven (7) rateable assessments.

ENVIRONMENTAL UPGRADE AGREEMENTS

Dungog Shire Council did not entered into any Environmental Upgrade Agreements in 2019/2020.



FINANCIAL INFORMATON