

Dungog Shire Council



Annual Report
2020—2021

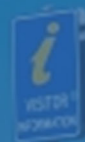
CONTENTS

DUNGOG

<u>General Information</u>	3
- Message from the Mayor	4
- 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>	46
- Summary of Amounts Incurred by Council in relation to Legal Proceedings	47
- Mayoral and Councillors Expenses	47
- Statement of Senior Staff Employed (General Manager)	48
- Major Contracts Awarded 2019-2020	49
- Work Carried Out on Private Land and any Subsidies Related to this Work ..	50
- Total Amount Contributed or Otherwise Granted Under Sec 356	50
- Activities Undertaken by Council to Implement EEO Management Plan	50
- Companies in Which the Council held a Controlling Interest	51
- External Bodies Which Exercised Functions Delegated by Council	51
- Public Interest Disclosures	51
- Corporations, Partnerships, Trusts, Joint Ventures	52
- Rates and Charges Written Off	53
- Details of Overseas Visits Undertaken	53
- Stormwater Management Services	53
- Companion Animals Act and Regulations	53
- Government Information (Public Access) Act	54
- Inspection of Private Swimming Pools	57
- Disability Inclusion Plan	58
- Activities Funded by Special Rate Variation of General Income	58
- Details of Environmental Upgrade Agreements Entered into by Council	59
<u>Financial Information</u>	60
General Purpose Financial Statements	61
End of Term Report Reference	61



GENERAL INFORMATION



MESSAGE FROM THE MAYOR



The 2020-2021 financial year was bookended by the commencement of Gareth Curtis as General Manager on 1 July, 2020 and the Upper Hunter by-election on 22 May, 2021. These two events had significant impacts on the Shire for very different reasons.

The lack of stability stemming from the amalgamation proposals of 2015/16 and the resignation of the General Manager appointed in 2018 and the Mayor elected in 2017 finally came to an end with Gareth taking up his appointment on 1 July.

At the other end of the financial year the Upper Hunter by-election gave an opportunity for advocacy by Council for funding for roads within the shire. The result of these efforts was a \$25M Special Purpose Grant for road improvements across the shire.

The year also saw the Deputy Premier come to Gresford to announce the much awaited funding for the replacement of 23 timber bridges within the shire. The \$16.4M will see all but one of the shire's timber bridges replaced. The only outstanding bridge is the suspension bridge at Gresford which is still the subject of submissions to government. The construction of these bridges will take a number of years but it is progressing on a programme of continued works.

Capital works have continued throughout the year albeit with difficulty due to the covid-19 restrictions. The inability of contractors to travel from lockdown areas and the added safety measures that had to be imposed for the safety of the workforce have regrettably seen slower progress than would have otherwise have been the case. Covid-19 has also made it more difficult to recruit much needed specialist staff to enable the works programme to be carried out.

Within Dungog community consultation and the necessity to redesign the proposed library extension have unfortunately seen that project delayed but hopefully it will come to fruition during the forthcoming financial year.

Development throughout the shire has continued to increase placing pressure on the planning staff. Recruitment is as usual difficult due to neighbouring councils being in a similar position. We look forward to a streamlining of this department and its processes in the coming year.

The Rural Lands Strategy progressed during the year and at the time of writing is on public exhibition. This very important piece of work will inform the next Local Environmental Plan and thus guide development within the shire.

The economic impact of covid-19 has been felt throughout the shire and everyone is looking to the day when things become as normal as possible to enable a return to prosperity for all those who are dependent on visitors to the shire.

Sport and recreation has a great base to move from when restrictions are relaxed. Clarence Town has seen the completion of the \$2M sports complex and the installation of new lights and the resurfacing of the Dungog Showground have both been completed and are waiting for the opportunity to use them for the benefit of the community.

The year would have been far less successful if it weren't for the tremendous effort of all the staff in the difficult circumstances created by the pandemic. To them on behalf of the community I say – thank you.

John Connors
Mayor

GENERAL MANAGERS OVERVIEW



As part of our Integrated Planning and Reporting (IPR) framework, I am pleased to provide the Annual Report for 2020-21.

This Annual report is the final report for the current term of the Council and includes the Annual Financial Statements, End of Term Report and the State of the Environment report as separate attachments.

This has been a productive year for Dungog Shire Council despite the challenges of operating during a declared pandemic. Many services and works were adversely impacted by COVID -19 Public Health Orders, and restrictions. Notwithstanding, the Council should be pleased that many projects were commenced, progressed and completed as outlined throughout the IPR documents.

To ensure Council is performing well as an organisation, during the 2020-21 year Council embarked on an Organisation Service Review Project with the University of Newcastle, and also completed the Planning Service Review with independent consultants CityPlan Services. The objective of these reviews was to build capacity in our organisation to deliver continuous improvement in our services.

I thank the Council and the staff for their commitment to the development of an improvement and customer focussed organisational culture – on top of delivering a substantial program of works and services under the Operational Plan for 2020-21. Improved outcomes for the community will take time in a smaller organisation such as Dungog Shire and the rewards as we progress will become evident over time.

The second year of Council's five year special rate variation (SRV) saw \$1.66M expended on works, which when combined with other funding, saw a total of \$3.36M worth of works carried out. It is pleasing to see the funding being leveraged to attract other funds in order to deliver capital works across the shire.

Council's financial performance was satisfactory considering the challenges faced, with a net operating result showing a surplus, however following record levels of grant funding received, Council continues to heavily rely on that grant income to maintain that position. Council received \$17.95M in grants and contributions, which was 29% above forecasts. This was primarily due to the culmination of promised grants funds and successful grant applications for roads, bridges and community facilities. Council's financial position is outlined in the financial statements contained within the report.

In accordance with Office of Local Government Guidelines and legislative requirements, our State of the Environment Report and End of Term Report are also separate annexures to this Annual report. These reports are required to be included in the last Annual report for the current Council prior to the local government elections in December 2021.

Council's progress in delivering actions across the year is outlined in detail throughout the document. This year, I will again thank and acknowledge the support and service of the Mayor, Councillors and particularly the Council staff and volunteers for their dedication and delivery of the Council's goals under difficult circumstances.

I look forward to working with the new Council in the future, as well as our Staff and Community to ensure we continue to deliver on our commitments in the future.

Gareth Curtis
General Manager

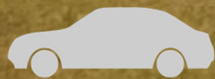
DUNGOG SHIRE AT A GLANCE



8975 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
Resigned 13 April 2021



Councillor John Connors
Mayor



Councillor Jan Lyon

'B' Ward



Councillor Greg Riley
Resigned 27 July 2021



Councillor Steve Low AM
Deputy Mayor



Councillor Digby Rayward

'C' Ward



Councillor Robert Booth

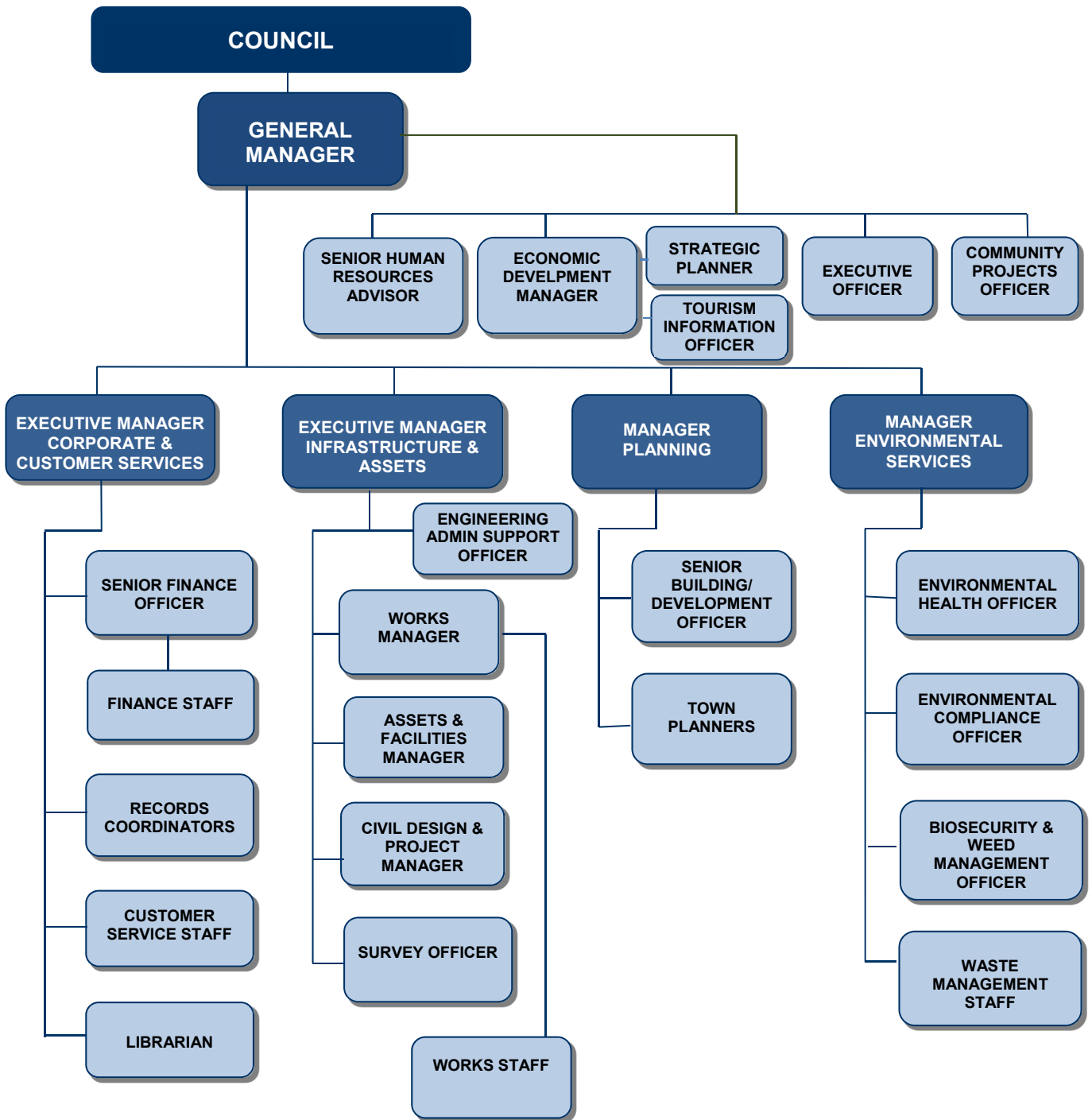


Councillor Kate Murphy



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 2020 to 30 June 2021.

The report on the 2020/21 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

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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 <i>Partner/s: Hunter JO</i>		# of regional programs actively supported by Council	Participation in City Power Partnership resolved by Council after participation in workshop by staff and Mayor. 5 pledges developed in the areas of renewable energy, Energy efficiency and sustainable transport. Replacement of Street lights with LED program adopted. Quotes sought for Energy Audits of Council assets
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	19 Rid On line incidents recorded
Support regional Illegal Dumping Squad membership and use of RIDONLINE <i>Partner/s: Hunter RID Squad</i>		# of fines issued	1 Fine for illegal dumping issued for the period
		Attendance at RID Squad Meetings	4 rid squad meetings attended during period
		# Actions taken aimed at reducing illegal dumping.	7 educational social media posts during the period.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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: Hunter JO, EPA</i>	Completion of projects contained in the action table approved by EPA. – Continuation of soft plastics program – Kerbside waste audit – Subsidised mattress collection	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 – Completion of Kerbside waste Audit
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 of 75% by 2021-2022	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 35%. At this time it is not envisaged that the target can be met with current waste collection systems. Waste Audit revealed that a third bin (organics) could realise the target waste diversion rate.
	Provide kerbside collection of recyclables (Yellow bins)	Tonnes of Recyclables collected	672.16 tonnes
	Implement waste Diversion Programs at the Waste Management Facility.	Tonnes of waste diverted	1786.61 tonnes consisting of- 672.16 tonnes kerbside recyclables, 797.1 tonnes scrap metal, 24.76 tonnes paper, 6.86 tonnes oil, 190.46 tonnes Green waste, 36.47 tonnes mattresses, 11.18 tonnes comingled recycl, 19.93 tonnes Car batteries, 10.42 tonnes Gas Bottles, 12.97 tonnes soft plastics, 4.3 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.	Free E-waste Drop off system investigated, commencement pending

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
3.3	Delivery Program Objective	Waste Minimisation	
Actively pursue programs that promote and educate the community in regard to waste minimisation.		# of programs initiated or ongoing in relation to waste minimisation education.	<p>During the period, active participation maintained in the following programs –</p> <ul style="list-style-type: none"> – Soft plastics collection(12.97 and Councillor briefing held on 7June 2021 in the lead up tonnes) – Coffee cup rescue (104kg) – Single use Plastic free Dungog supported through publicity and provision of banners – Responsible Cafes encouraged and promoted <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, – Online seminar series LESS MESS ONLINE delivered 3 sessions with 21 attendees.(Topics-Meal Planning, Living with less, Intentional Wardrobe) – Recycle/Reuse magnets designed and delivered Distributed through schools, library. – Reusable Lunch wraps designed and delivered- to be distributed through schools in 2021. – <u>NOTE During the period the JR Richards educational program transitioned from an internally provided model to a contract with provider EnviroCOM Aust.</u>

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
3.4	Delivery Program Objective	Waste Collection Service	
Provide waste collection service (Red bins)		Contractors compliance with collection contract requirements # of complaints regarding domestic waste collection service.	Generally the contract has been complied with. No incidents requiring interaction. 27 complaints received directly to Council. 404calls received by Waste contractor during period.
Collection of bulky goods		Annual pick-up provided	Annual Bulky Green Waste completed in October with 12.42 Tonnes of green waste collected. General and scrap metal completed in February with 237 Tonnes of general waste and 205Tonnes of scrap metal collected.
4.	Community Strategy	Raise public awareness of the responsibilities of landholders regarding management of land	
4.2	Delivery Program Objective	Weed Management – Regional Weed Action Plan	
Implement strategies in the Regional Weeds Action Plan.		Compliant with target actions in Strategy.	- actions in WAP 2020-25 are on target with the first years report submitted on the DPI Weds Information database (WIDX)
Property inspections for new weed incursions		# property Inspections per annum	476 inspections completed
Provision of educational information in relation to weeds through inspection program, phone enquiries and Council's website.		Number of recorded interactions with landholders where educational messages are provided	Approximately 200
Control weeds on public land and within Council's road corridor		Kilometres of roadside treated for noxious weeds	576.5 km treated
Convene Local Weeds Committee Partner/s: Regional Weeds Strategy Group, HLLS, DPI		# of Committee activity/ programs per annum.	1 meeting held during period.
5.	Community Strategy	Involve the community in maintaining and enhancing environmental health	
5.1	Delivery Program Objective	On Site Sewage Management (OSSM)	
Provision of information in relation to OSSM through inspection program, phone enquires and on Council's website			
Ongoing inspection of onsite sewage management systems across the Shire.		# of septic system inspections.	123
Ensure new OSSM are designed, installed and maintained in accordance with Council's Policy and the OSSM Development Assessment Framework		# new septic systems approved	68

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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	Not held due to COVID
5.3	Delivery Program Objective	Clean Up Australia Day (CUAD)	
Facilitate community group involvement		# of Groups involved in CUAD Amount of waste collected	Not held due to COVID.
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		# of Environmental Factors (REF's) peer reviewed.	13 REFs assessed for Civil works
6.2	Delivery Program Objective	Waste Management Facility Operation	
Provide an economic and environmentally sustainable Waste Management Facility		Facility operating cost per annum	Operating cost for waste facility is on target with the forecast budget. Tipping fees received have exceeded the budget estimate.
		% of waste to landfill	Total waste received during period was 6313 tonnes. 4526 tonnes to landfill. 1787 Tonnes of waste diverted. Therefore 71% of waste to Landfill
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, in particular the Township of Paterson. Partner/s: Hunter Water Corporation		# of meetings held or representations made to HWC and other agencies to progress sewer service provision in village areas.	Correspondence forwarded to and reply received from Hunter Water in relation to sewer in villages.
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.	8 premises not connected to available sewer. Follow up inspections and discussions led to 2 additional connections 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 in accordance with Roadside Environmental Management Policy

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
6.7	Delivery Program Objective	Environmental Grants	
Apply for grants and carry out work on local projects. <i>Partner/s: HLLS</i>		# of grants applied for \$ amount of grant money received	2 Grants applied for during period – Eradication of Water Hyacinth in Paterson(\$20,000). African Olive control on private property at Sugarloaf (\$20,000K) \$19870- Paterson River Salvinia project expended during period.
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 as they relate to erosion breaches.	Nil known incidents investigated by the EPA.
7.2	Delivery Program Objective	Grant Funding	
Partner HLLS in local riparian projects <i>Partner/s: HLLS, Sustaining the Williams Valley Group</i>		# of projects completed	Paterson River Salvinia Project completed- treatment of 37ha of Riparian zone and river.
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 including the promotion of phosphorous free detergents in households in the Shire.		Measurable improvements in water quality recorded	No improvements in River health recorded during the period. No Red Algal Alerts.
Make representations to Lobby the NSW State Government to appoint a single authority with overall responsibility for the management of the Williams River to improve water quality and erosion and sediment control.		Engagement with the NSW Government and progress on managing the sustainability of the Williams River and Seaham Weir Pool.	Matter referred to Council who resolved to further approach Premier and Ministers. Letters sent by no response so far. TfNSW also approached in relation to the status of the Williams River Erosion Management Plan however no new progress made.
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 Tocal Field Days.		# Tocal Field Days supported.	Staff attendance at Weeds information stand
8.2	Delivery Program Objective	Roadside Weeds Treatment Program	
Continue a program for management of roadside weeds.		Length of roadsides treated/inspected.	576.5 km

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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 Hunter JO.	Hunter JO facilitated meetings and training attended by staff during the period were- <ul style="list-style-type: none"> - Waste Strategy Group X 4 - Circular Economy Working Group x 4 - Environmental Directors Forum X 1 - UPSS and contaminated land workshops- 8 Advocacy with other agencies- <ul style="list-style-type: none"> - Regional weeds Group x 2 (LLS) - Hunter RID Squad X 5 (EPA) - Planning for Water Restrictions X 2 (Hunter Water) - Regional Landcare Network X 1 - Cities Power Partnership (Climate Council)X2
9.2	Delivery Program Objective	Referral to Enforcement Agencies	
Referral of local issues and enquiries to appropriate regulatory authority		# of referrals # of Complaints received where Council is not the Appropriate Regulatory Authority.	2 – Biodiversity Conservation matters referred to OEH. 2
9.3	Delivery Program Objective	Underground Petroleum Storage Systems	
Provide advice to local operators of UPSS and provide an appropriate regulatory response as the responsible Authority under the UPSS Regulation		– # of interactions with UPSS operators regarding responsibilities – Level of compliance with UPSS Regulations	Responsibility for Enforcement transferred to Council on 1 September 2019. Letters sent to 12 premises during the period requesting self-assessment.
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 (HLLS)	
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	Projects in partnership with LLS- <ul style="list-style-type: none"> • Mount Breckin invasive weeds eradication. • Salvinia Management Paterson River • Paterson Water Hyacinth project African Olive management at Sugarloaf grant project

Local Economy

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

2020/2021 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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	There are no plans to adjust or change the schedule at this time. No further time will be added without increased 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.		Value of grant monies received.	Nil joint grant applications. Reduced meeting attendance due to COVID-19.
2.2	Delivery Program Objective	Economic Diversification	
Facilitate opportunities for new and innovative businesses in the Shire.		# of business leads identified	No new business leads identified.
Encourage a diversity of agricultural enterprises throughout the Shire. <i>Partner/s: Tocal College, DPI, LLS</i>		Identified broadening of diversity in agricultural enterprise	Web presence established.
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.	No attendance at BEC due to staff changes.
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.	Nil
Undertake review of Dungog Local Environmental Plan 2014 with regard to land use planning and sustainable growth.		LEP reviewed by Council	Subject to adoption of the Rural Land Strategy

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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 applications.
Further development of the events industry in the Dungog Shire.			
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.	Nil
Support for projects including the Dungog & District Chamber of Commerce Annual Business Awards Dinner.		Business Awards Dinner held	Not held due to COVID-19 during the quarter.
5.	Community Strategy	Develop a strategic approach to growing visitors across the Shire	
5.1	Delivery Program Objective	Visitor Economy Plan	
In consultation with Dungog Regional Tourism, develop a Visitor Economy Plan for the Shire that includes initiatives such as land use planning suitable for tourism (via the Rural Lands Strategy), destination management planning, buy local campaigns and skills development programmes. Partner/s: GHD, Destination NSW, Dungog Regional Tourism		Economic contribution data sourced from Destination NSW and other agencies.	Complete – endorsed by Council March Ordinary Meeting.
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.	Ongoing. Internal works have been carried out during COVID-19 restrictions to refurbish the centre during the period.
5.3	Delivery Program Objective	Barrington Tops Promotion	
Work with Dungog Regional Tourism, Midcoast Council, Upper Hunter Council, Singleton Council and Hunter JO 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.	Ongoing.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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. <i>Partner/s: Dungog Regional Tourism Board</i>		New products etc, established. # of visitors to Dungog Shire.	Ongoing.
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. External funding was successful for events based management workshop but has been delayed due to ongoing COVID 19 restrictions
Work with event organisers to expand the attendance at their event.			
Deliver an Events Management Workshop for not-for-profit organisations and volunteers			
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.	Ongoing.

Community and Culture

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

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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.	Mayor coordinates program
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	Ongoing – number of identified issues raised by 355 committees due to staffing changes & COVID follow up briefings delayed Working and supporting each 355 committee individually
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. This can include involving volunteers in staff events and celebrations as well as acknowledgement certificates and letters of appreciation.		Contributions acknowledged as identified.	Due to COVID events postponed, recognition provided through social media posts and/or emails
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 and distribute appropriate information to the community (ie: webpage improvements and Facebook). Partner/s: Corporate Communications Consultancy		Establishment of communication networks	Utilising the communication team to promote and connect with wider community Existing DSC Networks updated when information provided

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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.	Festival of Place Summer Funding successful – 5 events shire wide Due to COVID restrictions Shire scheduled events planned for later part of this quarter have been postponed
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 – Citizenship Day 	# events conducted or supported Grants amounts secured for events	Successful funding received for; Youth Week Senior Week IDPWD Due to COVID 19 the following events were placed on hold and with allocated funding deferred until 2022 – Seniors Week Youth Week NAIDOC Week; attended local school events by invite only Local Government Week Tree Day
4.4	Delivery Program Objective	Celebrating Australia Day	
	Assist the Australia Day Committee in hosting an Australia Day event in Dungog.	Event conducted	Australia Day Event was conducted with no public in attendance due to COVID restrictions acknowledgment of Frontline workers was focus of event, no awards presented 2021
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.	Due to COVID 19 Restrictions all events were postponed Network Zoom meetings were held (2) to develop projects and identify priorities for 2021 Endorsing and supporting local school initiatives
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.	Face to face meetings resumed for 1 meetings only and COVID restrictions have postponed planning Projects postponed

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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 and review of the EMPLAN <i>Partner/s: LEMC</i>		Key activated/milestone in the EMPLAN completed	EMPLAN implemented - review date to be determined Pandemic Sub Plan updated COVID Summer Plan updated
7.2	Delivery Program Objective	Community Emergency Preparedness	
Engage with the community for disaster preparedness and resilience. <i>Partner/s: Resilience NSW</i>		# of partnership projects undertaken.	2 partnership projects undertaken
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 # Applications submitted	1 successful application 2 applications submitted this quarter
8.	Community Strategy	Foster and support the cultural life of the Shire	
8.1	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	Due to COVID 19 restrictions opportunities were limited
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	4,171 2- Author talk Festival Place 1- Author talk Successful funding for author talks through Festival Place
8.3	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.	Councillor representative 1 successful event supported (held prior to COVID restrictions)
9.	Community Strategy	Ensure that there are locally available services and facilities to cater for people of all ages	
9.1	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: Section 355 Committees</i>		# of facility inspections undertaken by Council staff. Capital improvement plans developed as required.	12 Facility Inspections undertaken Being developed as required

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
10.	Community Strategy	Ensure that community health and safety issues are identified and addressed	
10.1	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.	Due to COVID 19 restrictions meetings were suspended – local issues were identified and prioritized through LEMC
10.2	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 Action Plan		# Meetings held Access issues identified and resolved Annual review of DIAP.	No meetings due to Covid-19 restrictions Local issues identified through internal council discussions DIAP extension granted
10.3	Delivery Program Objective	Cemetery Services	
Administer Cemetery Services in Council's seven cemeteries		# of burials Maintenance schedule implemented	27 Maintenance schedule utilises Council staff and contractors. Complaints have been received about cemetery maintenance during the period and schedules have not always been met.
10.4	Delivery Program Objective	Food Safety	
Carry out inspection of all food outlets in accordance with risk categories.		# of inspections conducted p/a # of complaints received about food premises/ # of penalties and improvement notices issued	34 (note that regular food inspections were suspended from late March 2020 due to COVID 19) however inspectorial staff have visited food premises to distribute COVID 19 advisory information and provide advice. 1 complaint received.
10.5	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.	Online Training Tool utilized.
10.6	Delivery Program Objective	Regional Programs for Food Safety	
Participation in Hunter Central Coast Regional Food Group and regional programs		# of regional meetings attended	3 meetings attended.
10.7	Delivery Program Objective	Other Commercial Premises	
Respond to environmental health matters applicable to hairdressing, beauty salons, skin penetration, mortuaries and premises that contain regulated systems).		# of complaints received # of penalties and improvement notices issued Register of Regulated Systems (Legionella) is up to date.	0 inspections 0 Complaints received 0

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
10.9	Delivery Program Objective	Regional Environmental Health Programs	
Participation in Regional Professional forums: * Septic Tank Advisory Group * Hunter Councils Joint Organisations Environmental Division Directors Forum * Hunter Region Food Group		# of regional meetings attended	2 meeting of STAG attended by staff 1 meeting of HJO Directors Forum attended. 3 meetings of hunter food group attended
10.10	Delivery Program Objective	Companion Animals	
Review Companion Animals Plan		Review of Companion Animal Plan completed	CAMP reviewed by staff and draft Revised Plan commenced. To be referred to new Council
Review provision of dog off lead areas		# of dog off lead areas provided in the Shire	Off lead areas reviewed by staff and an additional area identified. A report is expected to be referred to the new Council in conjunction with the revised CAMP.
Administer Companion Animals Program		# of dog and cat registrations annually # of complaints # of Penalties issued # of Notices served under the Act	158 new registrations 150 Companion animals related complaints 14 11
Provide Companion Animal pound services		# of dogs and cats impounded Participation in discussions regarding the development of a Regional Animal Pound Facility	26 dogs, 11 cats No further meetings held during the period regarding Regional Facility as the proposal appears to not be progressing. Discussions held with an adjoining Council regarding use of pound facilities.
10.11	Delivery Program Objective	Other Regulatory Services	
Compliance with Australian Road Rules, Protection of the Environmental Operations Act, Local Government Act and other regulatory instruments.		# of customer requests # of Notices & Penalties issued # of complaints	4 penalties 2 Notices 94 Complaints received
10.12	Delivery Program Objective	Stock Impounding	
Compliance with Impounding Act		# of stock impounded	7
Remove stock from the road reserve		# of Notices & Penalties issued	0
10.13	Delivery Program Objective	Vehicle Impounding	
Compliance with Impounding Act		# of vehicles impounded	6
Impound abandoned vehicles on Council/public land		# of complaints	9

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
10.14	Delivery Program Objective	Section 68 Approvals (other than OSSM)	
Approval and inspection of other activities under Section 68 including but not limited to Camping Grounds (including primitive), Caravan Parks and Manufactured Home Estates, Transport waste over public roads, store waste in public, busking, sell food from vehicle.		# of applications	2 (Primitive Campgrounds)
		# of approvals	2
		# of inspections	35
10.15	Delivery Program Objective	Swimming Pool and Spa Safety	
Implement Council's Barrier Inspection Program in response to the Swimming Pools Act.		# of inspections carried out.	20
Ensure Compliance with the NSW Public Health Act in relation to Public Swimming Pools and Spas		# of premises registered	619
		# certificates issued.	21
		Inspection frequency meets requirements of Swimming Pools Act.	20 premises on register. 12 inspected, outstanding are required to be inspected as required to be inspected annually
11.	Community Strategy	Assist community organisations to secure funding and other resources	
11.1	Delivery Program Objective	Community Grants	
Update the grant handbook for distribution and conduct annual community grant education/information workshop.		Evening conducted	Planned workshop delayed due to COVID 19 restrictions
		# of attendees.	Information forwarded through email networks
Conduct the 2019 Community Grants (Small) Program		Number of grant applications submitted with the assistance of Council	12 collaborative grant applications submitted this quarter
Distribute information about funding.			Information distributed to all groups.
Provide up to date information about grants and other funding opportunities for community organisations			Grant network established and updated as information provided providing ongoing information and support for community organisations
Investigate grant funding opportunities for the Dungog Common to Dungog Showground Trail Project.			Successful grant received from BLERF for this project. Included in operational plan for 2021/22

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

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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	Implementation will rely on adoption of the Rural Lands Strategy;
	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.
1.2	Delivery Program Objective	Land Use Strategy	
	Investigate the land release strategy for Rural Residential Lands as part of the Rural Lands Strategy. <i>Partner/s: Planning NSW</i>	Options paper developed and reported to Council.	Ongoing.
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.	Considered as part of the development of the draft Rural Lands Strategy.
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.	Availability of information and platform used.	E-planning implementation continued to ensure all application are able to be lodged online via the e-planning portal by 1 July 2021.
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.	Standard conditions prepared and being utilized.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
1.9	Delivery Program Objective	Zoning Certificates and Property Information	
Preparation of zoning certificates in accordance with legislative requirements.		80% of 10.7 Certificates issued in 5 days with less than 5% return. Response times to general written property enquiries are less than 15 working days.	Average processing times 3 days with minimal returns.
1.10	Delivery Program Objective	Flood Risk Management Program	
Address the actions contained in the Dungog Flood Risk Management Plans		# of Flood Risk Management Plan actions completed Funding received	<ul style="list-style-type: none"> - 2nd priority property in Hooke Street Voluntarily Acquired (high priority action of the Dungog FRMS&P) - Work completed on installation of the infrastructure for the Dungog Flood Warning System and system commissioned. - Early warning system serviced and additional solar panel and battery added after March flood event - Final report for Dungog Flood Warning System lodged. Project acquitted
Apply for ongoing grant funding from OEH to deliver the Dungog Flood Risk Management Plans			Funding for the voluntary acquisition of the second priority property of \$252,220 received. No new funding applied for however advice received that funding pool funds are available for 3 rd priority voluntary acquisition in 2021-22.
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.		% market share. Construction and Complying Development Certificates are processed and issued in a professional and diligent manner to maintain or improve market share.	61% of CC's issued by Council.
Greater promotion regarding Council's Building Services through the website		Feedback from Building Services users	

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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	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.	Draft Rural Lands Strategy progressed during the quarter. Steering committee held on 4 June 2021. and Council briefed on 7 June 2021. Draft strategy incorporating comments for reporting to Council in July 2021 for exhibition. .
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	A Draft chapter was prepared And is to be reviewed and updated as resources permit.
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.	Ongoing.
Investigate the option of rezoning and subdividing land suitable for industrial land.		Possible areas for rezoning and/or subdividing	To be addressed in Employment Land Strategy. Discussion Paper prepared for Council and to inform Brief for engagement of consultants.
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	To form part of Employment Land Strategy.
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 as part of the Rural Lands Strategy..		Additional areas identified and earmarked for future industrial and commercial activity/ zoning.	To be addressed in Employment Land Strategy. Discussion Paper prepared for Council and to inform Brief for engagement of consultants.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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.	Ongoing.
Develop a Council policy that identifies and acknowledges local areas of scenic significance		Scenic preservation Policy developed in consultation with the community.	To be addressed in Dungog Rural Lands Strategy
2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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. Chapter developed and rural character preserved.	DCP chapter to be prepared post adoption of Rural lands Strategy.
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.
4.5	Delivery Program Objective	Illegal and Unauthorised Development	
Provide compliance service which includes: <ul style="list-style-type: none"> • Identification 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 in accordance with adopted policies and Statutory requirements. 			Development Compliance officer places information on the website and is continually educating constituents. DCO has actively encouraged and secured the lodgement of DA's for existing unauthorised development Council continues to use Notices and orders to bring development into compliance where other options have been exhausted.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
5.	Community Strategy	Ensure the heritage and streetscapes of our villages are preserved and enhanced and our town entrances are signposted	
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.	Heritage Advisor service on going to the public and utilised in DA assessment.
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.	Dowling Street Works (Mary to Mackay) complete including Street furniture installations.
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.	Ongoing investigating to seek funding to support local indigenous projects Working collaborative with shire schools developing Dungog Shire RAP

Recreation and Open Space

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

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
1.	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	
1.1	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 last reviewed and adopted in November 2018. Further reviews of all AMP's to be undertaken in 2021/2022.
	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 with the Dungog Showground POM adopted and the Paterson Sports Ground commenced.
1.2	Delivery Program Objective	Sporting Grounds	
	Support Council's 355 Management Committees	Management Committees Minutes reported to Council when received.	Minutes being received from active committees and reported to Council
	Seek ongoing collaboration with alternate providers of infrastructure for recreational and sporting facilities.	Continued use of non-Council owned facilities is permitted.	Shared use of Barnes Oval with Dungog High School reinstated under new Education Department arrangements and COVID restrictions.
1.4	Delivery Program Objective	Infrastructure Planning	
	Undertake a capacity audit of existing sporting and recreational facilities. Partner/s: Office of Sport and other relevant State & Federal Departments.	Plan developed that will support future demands of open space.	Initial investigations into a Recreation and Open Space Plan has commenced and will be undertaken in 2021/2022.
1.5	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.	Multiple grants under SCCF CBP ECP OLG to improve recreation and open space facilities including Gresford Sporting Complex, Bennett Park resurfacing and Paterson Sports ground. Further grants of \$574,823, \$630,916 and \$1,149,646 under the Local Road and Community Infrastructure Grants (Rounds 1 2 & 3) also received for community assets.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
2.	Community Strategy	Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community	
2.1	Delivery Program Objective	Asset Management	
Implement Council's Parks and Recreation Asset Management Plan		Asset Management Plan is reviewed and implemented.	Asset Management Plans last reviewed and adopted in November 2018. Further reviews of all AMP's to be undertaken in 2021/2022.
2.2	Delivery Program Objective	Plans of Management	
Ensure Council's Parks and Recreation Plans of Management are developed.		# of Plans of Management implemented and reviewed.	Plans of Management adopted for Dungog Showground and being developed for Paterson Sports Ground.
3.	Community Strategy	Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors	
3.1	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
3.2	Delivery Program Objective	Weed Eradication	
Spraying of Bindii and Clover weeds on sportsfields.		Annual spray programme undertaken on each sportsground.	Annual spray undertaken
3.3	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.
3.4	Delivery Program Objective	Park Mowing	
Mowing of Parks to be undertaken on a rolling programme.		Reported to Council monthly.	Reports made to Council monthly.
Mowing of Sporting Grounds to be undertaken on a rolling program		Reported to Council monthly.	
3.5	Delivery Program Objective	Council Owned Swimming Pools Management	
Monitoring of contractor performance and compliance with Public Health requirements.		# of non-compliances with contract per quarter # of complaints received directly by Council per quarter.	Nil non-compliances observed Approximately 10 complaints received predominantly regarding COVID restrictions. These are being responded to on a case by case basis.

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
4.	Community Strategy	Review the provision of improved camping and caravan facilities throughout the Shire	
4.1	Delivery Program Objective	Management of Williams River Holiday Park (WRHP)	
Ensure the lawful and safe provision of camping and caravanning at the WRHP.		Compliance with Section 68 Certificate and Crown Lands Occupancy rate of the Park – quarterly figure # of complaints from Park users – quarterly figures	Ongoing.
5.	Community Strategy	Encourage and support a diversity of sporting and recreational activities throughout the Shire	
5.1	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
5.2	Delivery Program Objective	Sporting Diversity	
Continue discussions with the Office of Sport in relation to the promotion of various sporting activities		Meetings with OoS	Hunter Council's have a sport recreational committee which works directly with SSO to identify priorities both regionally and locally. DSC hosted last regional meeting and showcased Dungog Common. These zoom meetings are held monthly to assist and support with COVID restrictions
5.3	Delivery Program Objective	Funding Programs	
Conduct annual workshops in relation to sporting grant funding.		Annual Workshop held.	Due to COVID 19 restrictions postponed
5.4	Delivery Program Objective	Equity of Use	
Council and its representatives manage access to its sporting and recreational facilities to ensure equity amongst users		System implemented to manage equity of access.	Grounds available subject to weather and maintenance - use of grounds being shared where required
Review and seek funding to Implement the actions as identified within the Council's Disability Inclusion Plan that are relevant to Council's Sport & Recreation		Review identified actions	Where funding guidelines permit DSC Grant applications identify and include accessibility requirements and improvements
5.5	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 advertised through the budget process. Consultation with SEC 355 committees and user groups as identified..

2019/20 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
6.	Community Strategy	Ensure that appropriate access to public land is maintained	
6.1	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	Ongoing
6.2	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.
7.	Community Strategy	Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for	
7.1	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. Partner/s: Dungog Regional Tourism Association		# of visitors to the areas managed by NPWS & Forestry Corporation of NSW	Ongoing.

Public Infrastructure & Services

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

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
1.	Community Strategy	Improve the safety and functionality of our road network	
1.1	Delivery Program Objective	Council Advocacy	
Work with State and Federal Governments for the appropriate allocation of funding for local road improvements and maintenance Work with the State Government on the process of road re-classification. Apply for relevant grants for road improvements (ie: Black Spot Funding)		Amount of funds secured for road improvements. Dungog Shire Council prioritized in the State Government road reclassification process	Ongoing. Grant application update reports provided to Council each quarter. During quarter report was provided to Council meeting of 21 April 2021. Road reclassification priority round outcome has not been released during the quarter.
1.4	Delivery Program Objective	Funding	
Continue to submit bids for funding through State and Federal Grants for the road network		Bids are submitted	Ongoing. During the quarter, the grants update report was provided to Council meeting of 21 April 2021.
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.	Ongoing
Major event notification to ensure awareness of Local Area Commands for potential increased resource demands. Partner/s: NSW Police Association, Licensees, Liquor Accords, Dungog Shire Events.		Decrease in the # of alcohol related incidents at events.	Through Police Liaison officer and local police networks work directly to ensure community safety and identify areas of priority Attend LGCSPN quarterly meetings identifying LGA priorities
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. Partner/s: NSW Police Association		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. Partner/s: NSW Police		Increased incident reports.	Review Council signage as required DSC member of Hunter Local Government Crime and safety prevention committee to support promotions, grant submissions and identified projects

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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 issues are 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
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	Summerhill Bridge replacement complete. Tillegra bridge replacement practically complete. Contracts issued for 3 other bridge replacements. Preliminary investigations commenced on all other bridges
4.4	Delivery Program Objective	Funding	
	Grants are applied for from both State and Federal Government	# of grant applications made % of available grants applied for.	\$16.4M in funding received for Timber Bridge Replacement program.
	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.
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.	
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.	Established partnership identifying local priorities and project partnerships – due to COVID 19 projects postponed

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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 Quarterly meetings with Hunter Water Managing Director, Mayor and General Manager to ensure Dungog Shire needs are responded to by Hunter Water	Attendance at meetings.	Meetings attended by Mayor John Connors when held.
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.	2.1% complete
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.	5.2% currently complete
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.	Roadside slashing being undertaken as per network requirements. Two rotations complete
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.	Roadside slashing being undertaken as per network requirements. Three rotations complete.
6.7	Delivery Program Objective	Construction And Rehabilitation Works	
	Council carries out annual construction & rehabilitation programme.	% of annual rehabilitation and construction funding spent.	83% Regional Roads complete 41% Local Roads complete
	Council carries out rehabilitation projects funded by the Special Rate Variation funds.	% of projects completed.	75% of projects completed
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.	2.9% by length complete

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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.	5.7% by length complete
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.	Nil complete. Funds to be transferred to 2021/2022 budget
6.11	Delivery Program Objective	Concrete Footpath Inspections	
	Inspections carried out in accordance with Council's inspection programme.	# inspections undertaken.	Program being met (ie all paths once per annum, higher use areas once per 3 months)
6.12	Delivery Program Objective	Public Toilet Inspection and Cleaning	
	Public toilets maintained to a satisfactory standard..	Undertaken minimum twice per week # inspections & cleans.	Increased schedule due to COVID.
6.13	Delivery Program Objective	Street and Gutter Clean	
	Streets & gutters cleaned and maintained to a satisfactory standard.	Undertaken twice per week in Dungog.	Program being met.
6.14	Delivery Program Objective	Guardrail	
	Guardmesh is replaced as funding allows – generally as part of rehabilitation works.	Length of guardmesh replaced.	3.16km 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
7.3	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.	84% of total operation budget expended 1 facility inspection undertaken

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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	
Commence work on the Clarence Town Sports Facility, building a new club house and making a number of improvements to the ground's infrastructure.		Work commenced and delivered in accordance with contract	Works ongoing and scheduled for completion in early 2021/2022
Complete the upgrading of the lighting at Dungog Showground, made possible by grants, loans, developer contributions and financial assistance from the 355 Committee and User Groups.		Project completed and monies expended	Works complete
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
9.2	Delivery Program Objective	Asset Maintenance	
Maintain facilities and assets within budgetary limitations.		% of maintenance budget expended.	93% of budget expended
9.3	Delivery Program Objective	Funding	
Submit grant applications for facility upgrades.		# Applications submitted	\$360K Dungog Showground \$573K LRCI Round 1 \$630K LRCI Round 2 \$1.15M LRCI Round 3 \$100K Bushfire Resilience

Council Governance & Finance

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

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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		# of Statutory Meetings attended by Councillor	Councillors attend statutory meetings as required.
Councillor engagement with Section 355 Committees.		Councillor attendance at 355 Committee meetings in their Wards as required.	Councillors attend appointed s355 Committee meetings as required.
Councillor involvement in community meetings and events		Councillor participation in local community activities	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 and professional Business Paper 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 Councillors attend via Zoom.
1.4	Delivery Program Objective	Councillor Training	
Training needs identified and information disseminated in a timely manner.		Councillors involvement in training sessions/ attendance.	Transferred to 2021/22 due to delay of local government elections
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.	Transferred to 2021/22 due to delay of local government elections
Assessment of individual Councillors key competencies.		Community satisfaction with Councillors performance	Transferred to 2021/22 due to delay of local government elections
Partner/s: LGNSW, NSW OLG			

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
2.	Community Strategy	Decision-making processes are open, transparent and inclusive	
2.1	Delivery Program Objective	Governance – Meetings	
	Record Council Statutory Meetings and upload onto Council's website for the purpose of facilitating public access	All meetings recorded and audio available to the public	Complete.
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 annually.	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.	Media releases provided by Council's communication contractor.
3.3	Delivery Program Objective	Community Engagement Strategy	
	Implement Community Engagement Plan as required	# of times Plan is implemented	Ongoing.
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 reflect adopted Council strategy	Organisation service review framework (University of NSW) and Planning Review were commenced with a view to reviewing services, building capacity of staff to improve efficiency and effectiveness of our services. To be finalised in Q1 & Q2 of 2021/22
	Annual review of General Manager's performance. <i>Partner/s: LGNSW</i>	General Manager performance review undertaken.	To be conducted 2021/2022.
4.2	Delivery Program Objective	Corporate Brand	
	Roll out Dungog Shire Council's adopted brand strategy to enhance organizational profile and reputation.	Rollout undertaken in accordance with budget provisions	No new brand adopted.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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	Complete – reports provided on a monthly basis.
5.2	Delivery Program Objective	Debt Recovery	
Continue to proactively manage debt recovery action.		Outstanding rates < 7%	Council suspended debt recovery due to Covid-19, moratorium only recently finished.
5.3	Delivery Program Objective	Fleet Operations	
Manage Council's fleet operations to ensure returns on investment.		Positive return to Plant Reserve annually.	Returned 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	Investment returns 1.2% greater than Bank Bill Index. Complete
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.
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.			Ongoing
Develop organisational wide values in consultation with staff		Organisational values identified and endorsed by staff that guide day to day behaviours	Q4
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	Underway – process likely to take 12-18 months

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
6.3	Delivery Program Objective	Employee Relations	
Maintain funding for Council's Employee Assistance Program.		Designated budget adopted by Council.	Complete
Maintain funding for Council's Employee Training /Professional Development 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	Underway – interrupted by resignation of Senior HR Advisor and Covid 19 priorities
6.5	Delivery Program Objective	Workforce Strategy	
Implement strategic initiatives within Council's Workforce Strategy.		Strategic initiatives implemented	Ongoing.
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 or via zoom.
General Managers Advisory Committee		Attendance at GMAC and participation in strategic planning.	Meetings attended in person or via zoom.
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 or via zoom.
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 or via zoom.
7.3	Delivery Program Objective	Resource Sharing	
Investigate shared services with other Councils.		# opportunities recorded by General Manager.	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	No meetings held.
Regular attendance at the NSW Country Mayor's Association		Bi-monthly meetings held	Meetings attended when held.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 JUNE 2021
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 System upgrade undertaken as necessary.	Complete
Monitor Council's managed services provider to ensure system outages /downtime meets service agreement		Service agreement complied with.	Complete
Provide and maintain website and social media pages.		Council's website accessible 95% of time.	Complete
Monitor information uploaded to Council's website.		Website & social media pages monitored.	Pages monitored.
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. Compliance with State Records Act.	70% held in complying storage. Ongoing.
10.2	Delivery Program Objective	Risk Management	
Undertake annual Public Liability Audit		Audits undertaken. Improved performance.	Underway
Undertake annual WHS Audit		Audits undertaken. Improved performance.	Q4
Attend regional risk management meetings and disseminate information to relevant staff.		80% of meetings attended.	Meetings attended when held.
Maintain Council's insurance portfolio.		Insurance renewed annually within timeframe	Complete
Monitor Council's workers compensation claims.		Claims are monitored and RTW programs implemented.	Claims review undertaken Q2.
Monitor Council's Return to Work programmes.		Workers Compensation Premium is monitored and minimised where possible.	Ongoing – frequent contact with StateCover.
Lead the organisation in respect of new online risk register database.		# of employees with greater than 5 days lost time per annum.	Zero LTI > 5 days
10.3	Delivery Program Objective	Service NSW Agency	
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.	Complete

A scenic view of a road with a blue semi-transparent overlay containing text. The background shows a road with white dashed lines, a grassy area with a wooden log fence, and trees under a clear blue sky. The word 'DUNGOG' is faintly visible on the grass in the background.

STATUTORY REPORTING REQUIREMENTS

DUNGOG

LEGAL PROCEEDINGS

Legal Costs – Legal Advice

Planning Department - \$ \$6,867
Corporate Services Department - \$ \$13,855
Real Estate Development - \$23,900

Court Matters

Council currently has no ongoing court matters.

MAYORAL & COUNCILLOR EXPENSES

In addition to the Mayoral Fee of \$15,455 and Councillors Fees of \$80,744 expenditure in relation to the provision of facilities and Councillors expenses amounted to \$24,504. This figure includes:

• Council Elections		Nil
• Code of Conduct Investigations	\$	5,640
• Provision of dedicated office equipment allocated to Councillors		Nil
• Conference and Seminar Expenses	\$	5,931
• Training & skill development	\$	Nil
• Interstate travel by Councillors		Nil
• Overseas visits by Councillors		Nil
• Expenses of any spouse, partner accompanying a Councillor		Nil
• Expenses involved in the provision of Childcare		Nil
• Mobile Phone and Internet Costs	\$	50
• Travelling	\$	5,928
• Meals & Sustenance	\$	3,079
• Delegates Expenses	\$	3,876
	Total \$	24,504

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 2020/2021 one position of Council was classified as Senior Staff pursuant to Section 332(2) of the Local Government Act, being the General Manager.

During 2020/2021 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 \$278,682.

Salary component:	\$240,754
Superannuation:	\$25,928
Vehicle:	\$12,000
Membership Contributions:	Nil

MAJOR CONTRACTS

Name	Payment Approved by Council	No. of Jobs	Contract Period (Years)	Nature of Goods or Services
Bridgebuild & Civil Pty Ltd	\$ 1,707,200	One	Two	Bridge construction - Tillegra
Burns Earthmoving Pty Ltd	\$ 161,147	Various	Ongoing	Plant hire
Civica Pty Limited	\$ 293,466	Various	Ongoing	Software licence and support
Colas New South Wales Pty Ltd	\$ 1,188,578	Various	Ongoing	Bitumen
Cramps Earth Moving	\$ 208,738	Various	Ongoing	Plant hire
Downer EDI Works Pty Ltd	\$ 191,648	Various	Ongoing	Bitumen
Fulton Hogan Industries Pty Ltd	\$ 302,019	Various	Ongoing	Bitumen
Golden Pipe & Civil Pty Ltd	\$ 163,397	Various	Ongoing	Drainage
Hastings Co-operative Limited	\$ 265,782	Various	Ongoing	Bulk fuel supply
iCombined 360 Services Group Pty Ltd	\$ 250,668	Various	Ongoing	Traffic control
Irwin Fencing Pty Ltd	\$ 568,275	Various	Ongoing	Guardrails
J R & E G Richards Pty Ltd	\$ 814,340	Various	Ongoing	Waste collection services
Kingston Building Australia Pty Ltd	\$ 265,599	One	One	Building contractor - Bennett Park kiosk
Labour Co-operative Limited	\$ 241,045	Various	Ongoing	Hire of various outdoor staff
Lifeguarding Services Australia	\$ 176,000	Two	Five	Pool contractor
Martin Thorsby Pty Ltd	\$ 323,316	Various	Ongoing	Electrical services
Merchant Excavation and Electrical Pty Ltd	\$ 170,124	Various	Ongoing	Plant hire
North Construction & Building Pty Ltd	\$ 1,501,296	One	One	Building contractor - Clarence Town Sports Facility
PDA Building	\$ 456,869	One	One	Building contractor - Clarence Town Bridge Reserve amenities building
Quarry Products Newcastle Pty Ltd	\$ 2,182,925	Various	Ongoing	Road base, aggregate
Robert Carr & Associates Pty Ltd	\$ 189,204	Three	One	Bridge construction - Ashard, Hopson, Packham
Saunders Civilbuild Pty Ltd	\$ 779,677	Two	One	Bridge construction - Spooner, Coulston
Stabilised Pavements of Australia	\$ 583,793	Various	Ongoing	Stabilisation works
Watchout Traffic Control	\$ 482,886	Various	Ongoing	Traffic control
ZG Lightning Australia	\$ 268,191	Various	One	Lighting construction - various sportsgrounds

WORK CARRIED OUT ON PRIVATE LAND

During the period 1st July 2020 to 30th June 2021, 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 \$ 52,131 and was made up as follows:

Donations & Contributions		\$
	Clarence Town & District Historical Society	447
	Clarence Town Cricket Club	1,350
	Clarence Town Preschool	1,182
	Clarence Town Rugby League Football Club	5,675
	CWA NSW Dungog-Clarence Town	1,650
	Dungog & District Netball Association	650
	Dungog Arts Foundation	2,000
	Dungog Arts Society Inc.	1,350
	Dungog Commoners Inc.	900
	Dungog High School	100
	Dungog Memorial RSL Club	2,282
	Dungog Menshed Inc.	1,230
	Dungog Pony Club Inc.	1,450
	Dungog Public School P & C	2,000
	Dungog Shire Community Centre	3,701
	Dungog Soccer Club	1,990
	Gresford Vacy Colts Cricket Club	6,375
	Gresford District Agricultural	250
	Gresford Vacy Football Club	5,000
	Local Living Dungog	1,500
	Paterson River Netball Club	2,300
	Performing Artists of Dungog	1,000
	Arts Upper Hunter	5,910
	Australia Day	1,839
	Total	52,131

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 2020/21.

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 2021, 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 Regional Weeds Committee (Hunter Local Land Services) Committee for assistance in the management of weeds.
- Hunter Central Coast Waste Strategy Group (Hunter JO) for assistance in waste management strategy issues.
- Hunter and Central Coast Regional Environmental Management Strategy Committee (HCCREMS) for networking and coordination of environmental management strategy across the Hunter
- Hunter Regional Recycling Working Group- partnership with other Hunter Councils to investigate future recycling processing options
- Hunter and Central Coast Circular Economy Sub Committee – (Hunter JO)- partner with other Hunter Councils to consider strategies in relation to the circular economy
- Hunter Estuary Coastal Management Stakeholders group – A partnership with Port Stephens, Maitland and Newcastle Councils (and other authorities) to consider the preparation of the Hunter Estuary and Coastal Management Plan.

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. Participating councils include; Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council.

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.
- **Arrow Collaborative Services 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
- Hunter Region Business Hub - Business Enterprise Centre (BEC)
- 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 \$178,781 and comprised the following:

- Mandatory Pensioner Rebates under Section 575 of the Local Government Act 1993: \$173,828 (55% reimbursed to Council by the State Government).
- Postponed Rates and Charges written off under Section 595 of the Local Government Act 1993: \$1,635.69
- Abandonments – small debts \$207.33
- Voluntary Conservation Agreements: \$5,109.85

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 2020/21 \$ 41,913

COMPANION ANIMALS ACT & REGULATIONS

Dungog Shire Council provides Companion Animal Services that include active administration, enforcement, 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 NSW Companion Animals Register. 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 2020/21, \$35,622 was expended on Councils Companion Animal program. Expenditure consists of fees to the private impounding facilities, administration and related programs such as the provision of educational material and investigation of complaints. Revenue from Companion Animals fees of \$11,013 was received. 158 new Companion Animals registrations were received.

There is currently only one off leash area in the Shire located at Frank Robinson Reserve Dungog 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 50 Companion animals seized, 8 were reunited with owners (16%), 25 (50%) were rehomed with an Animal Welfare Organisations, 10 (20%) were rehomed privately and 7 (14%) were required to be euthanised. 150 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 during 2021-22

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 20 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	10	1	0	0	0	1	0	0	11	55%
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)	7	1	1	0	0	0	0	0	9	45%
Total	17	2	1	0	0	0	0	0	20	
% of Total	85%	10%	5%	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	1	0	0	0	0	0	0	5%
Access applications (other than personal information applications)	13	0	0	0	0	0	0	0	13	65%
Access applications that are partly personal information applications and partly other	4	2	0	0	0	0	0	0	6	30%
Total	17	2	1	0	0	0	0	0	20	
% of Total	85%	10%	5%	0%	0%	0%	0%	0%		

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

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

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
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	1
Invalid applications that subsequently became valid applications	1

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)	18	90%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	2	10%
Total	20	

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

Council has addressed its responsibilities under Section 5 of The Swimming Pools Act 1992 as follows-

- (a) to take such steps as are appropriate to ensure that it is notified of the existence of all [swimming pools](#) to which this Act applies that are within its [area](#),

Establishment of a Swimming Pool Safety barrier inspection program and utilisation of the NSW Swimming Pools Register. Swimming Pool registration requirements are made mandatory through development consent conditions.

- (b) to promote awareness within its [area](#) of the requirements of this Act in relation to [swimming pools](#),

Promotion of Swimming Pool Act requirements occurred through social media outlets on two occasions during the period.

(c) to investigate complaints about breaches of this Act in accordance with section 29A. There were 0 complaints relating to swimming pools during the period. Councils CRM system enables time response protocols to ensure complaints are addressed within the statutory time period.

Details of inspections of private swimming pools during 2020/21:

- 12 tourist and visitor accommodation inspections carried out.
- 0 premises with more than two dwellings inspected.
- 23 inspections that resulted in the issuance of a Compliance Certificate.
- 3 inspections that resulted in the issuance of a Non-Compliance Certificate.
- Total of 30 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 2020-21 was \$1,518,844. Actual expenditure was \$1,574,729. The proposed program for all SRV funded projects was delivered last year except for the Black Rock Road project, this project experienced some delays and will be finalised in 2021-22.

The table below outlines the actual SRV expenditure in 2020-21.

Project	SRV Budget	Total Actual Project	Total SRV Funds used
Torryburn Road Rehabilitation carried fwd from 2019-20	\$445,132	\$570,221	\$529,000
Paterson River Road	\$482,650	\$1,705,000	\$482,650
Black Rock Road	\$650,000	\$650,000	\$260,753
Loan Borrowing Repayments for Timber Bridges (Bullockeys, Wheelabout, Coulston, Spooner)	\$217,350	\$217,350	\$217,350
Maintenance of existing assets and Sustainability Improvements	\$168,844	\$168,844	\$168,844
	\$1,963,976	\$3,364,021	\$1,658,597

For the year ended 30 June 2021, 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 enter into any Environmental Upgrade Agreements in 2020/21.



FINANCIAL INFORMATON

FINANCIAL STATEMENTS

The audited Annual Financial Statements for the year ending 30 June 2021 are provided to Council as a separate agenda item at the Council Ordinary Meeting of 17 November 2021. The endorsed documents will be included in the Final Annual Report and published to Council's website prior to 30 November 2021 as required by the Local Government Act 1993 and the NSW Government's Integrated Planning and Reporting Guidelines.

END OF TERM REPORT

In the year of an election the Council must also include an End of Term Report as part of its Annual Report. The End of Term Report provides a progress update on the strategies to achieve the goals of the Community Strategic Plan. The End of Term Report for the period of 2017/2018 – 2020/2021 is provided as a stand-alone document on Council's website www.dungog.nsw.gov.au.