



Dungog Shire Council Annual Report 2021 - 2022



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GENERAL INFORMATION

A MESSAGE FROM THE MAYOR

The 2021-2022 financial year was one for the books. With record grant funding received across a number of high-priority infrastructure projects, we have certainly been busy building a better future for our shire.

This year, we continued to forge ahead on the \$19 million NSW Government's Fixing Country Bridges grant program.

The replacement of the 23 bridges is a mammoth undertaking, and will build new, stronger and more resilient river crossings that will ensure safer passage for all Dungog residents and visitors.

Projects like these make a difference to the day-to-day lives of locals. Better local roads in our regions mean safer trips to school or the shops, and more efficient journeys for freight operators and primary producers.

We also broke ground on capital works projects to enhance community facilities including the heavily consulted \$1.08 million Dungog Library extension project, which is scheduled for practical completion in March 2023.

The Gresford Sporting Complex amenities project, worth almost \$927,000, was also realised and is almost complete.

Construction continues for Dungog Showground Kiosk Accessibility Upgrade and Clarence Town Village Green Amenities are both set for completion in February 2023.

This year has also focused on setting an exciting vision for what our shire is going to look like over the next ten years, with considerable work and consultation undertaken from a cultural, economic and social perspective.

We continue to champion Dungog shire to all levels of government and through the development of a new Advocacy Strategy, which focuses on government partnerships that will enable economic growth in the region. Meaningful partnerships will support improved public and private infrastructure.



We are still feeling some of the after effects of the global pandemic, with materials for roadworks and construction difficult to procure, labour constraints a challenge, and the soaring costs of contractors impacting our improvement goals.

Two significant flooding events also impacted the progress of our roads and bridges upgrades, and I was sorry to hear of its effect on some local agricultural lands. However, I am proud of how we worked together as a community to support each other in these challenging times.

I am excited for what lies ahead for the Dungog shire. If we continue to work together, I know we will achieve great things.

John Connors
Mayor of Dungog Shire

GENERAL MANAGERS OVERVIEW

As part of our Integrated Planning and Reporting (IPR) framework, I am pleased to provide the Annual Report for 2021-22.

This Annual report covers the financial year 2021-22 which included the outgoing Council prior to the local government elections in December 2021, and the incoming newly elected Council.

The community should note the Annual Report also contains the Annual Financial Statements for year end 2021-22.

Dungog Shire Council continued to deliver works and services to the community in a difficult and challenging environment including the declared COVID-19 pandemic as well as the natural disaster declaration of March 2022.

In addition, we also experienced increasing costs of materials and labour, as well as increasing difficulties recruiting staff and project managers in a tight labour market

Notwithstanding, the community 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 2021-22 year Council finalised our organisational service review framework with the University of Newcastle. In September 2021 the Council also endorsed the independent planning review by CityPlan Services and adopted a new structure which merged functions in Planning and Environment. Our new Director of Planning and Environment, Trevor Ryan, commenced in late June 2022 and I look forward to further improvements in our service and customer focus as Trevor settles in.

We continued our 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 2021-22.

The third year of Council's five year special rate variation (SRV) saw \$1.45M expended on roadworks. It is pleasing to see the funding being leveraged to attract other funds in order to deliver capital works across the shire.



Consistent with previous annual reports, 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 \$25.584M in grants and contributions, which was an increase of 42.5% on the previous year primarily due to the culmination of promised grant 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.

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.

We continue to work with our new Council, as well as our Staff and Community, to ensure we focus on improvement and delivery of commitments in the future.

Gareth Curtis
General Manager

DUNGOG SHIRE AT A GLANCE



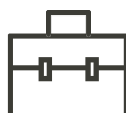
8975 PEOPLE RESIDE IN THE DUNGOG SHIRE
4,496 MEN
4,479 WOMEN
2,218 PEOPLE AGED BETWEEN 0-19 YRS
1,796 PEOPLE AGED OVER 65 YRS
MEDIAN AGE 45 YEARS



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



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



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



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



25% OF PEOPLE IN THE DUNGOG SHIRE VOLUNTEER



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



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



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



200,000 VISTORS CAME TO THE DUNGOG SHIRE IN 2016



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



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



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 COUNCIL LOGO



OUR ELECTED REPRESENTATIVES

'A' Ward



Councillor John Connors
Mayor



Councillor Michael Dowling



Councillor Michael Tobin

'B' Ward



Councillor Steve Low AM
Deputy Mayor



Councillor Jessica Clark

'C' Ward

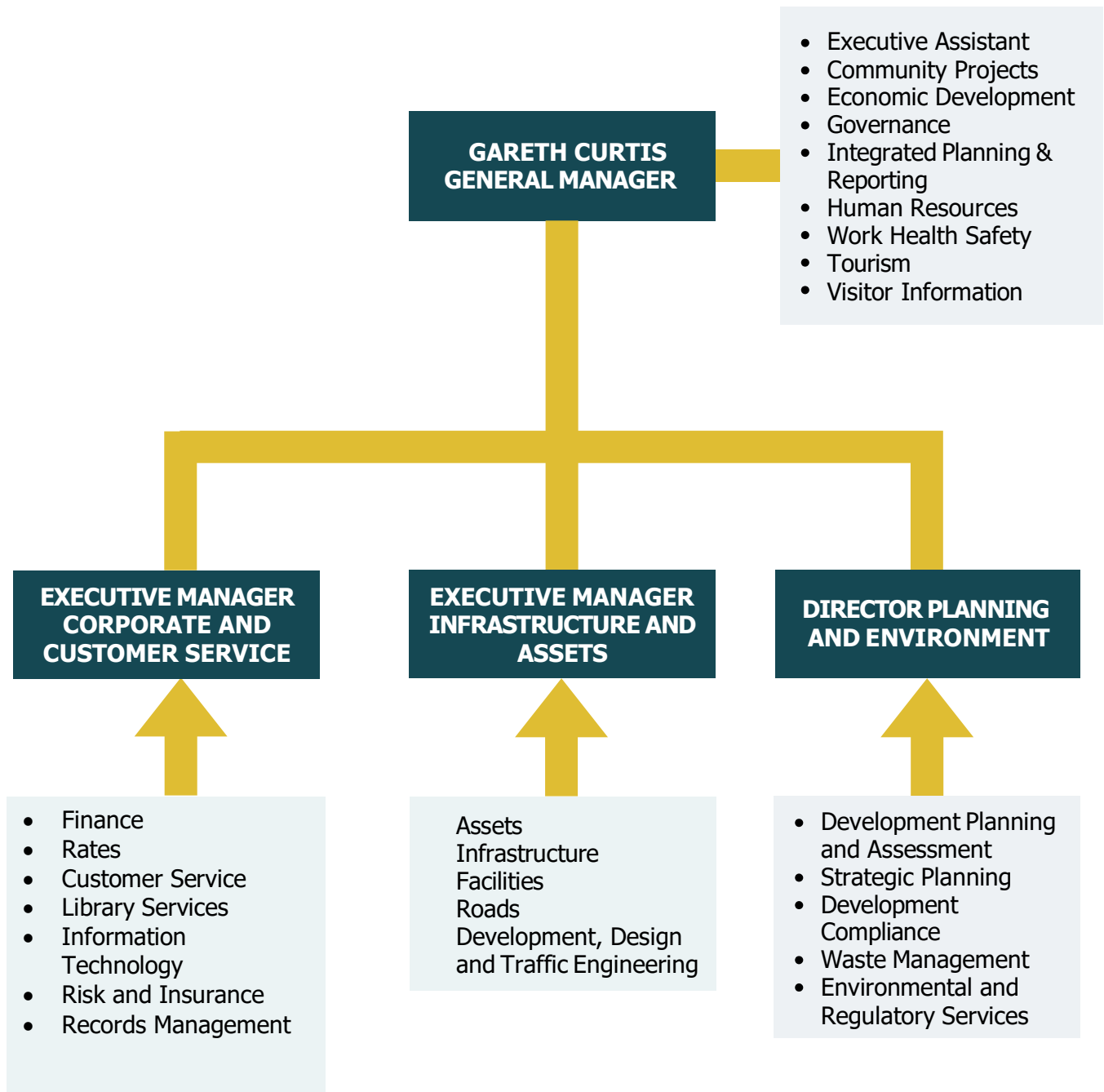


Councillor Digby Rayward



Councillor Bradley Bale

ORGANISATION 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 reporting period is from 1 July 2021 to 30 June 2022.

The report on the 2021/22 Operational Plan which follows, highlights the Council's progress. 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

The targets below are report by operational departments including:

- Office of the General Manager;
- Infrastructure & Assets;
- Planning & Environment;
- Corporate & Customer Service

Office of the General Manager

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 2022
5.	Community Strategy	Involve the community in maintaining and enhancing environmental health	
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	National tree Day is held each year in July
Delivery Program Objective		Clean Up Australia Day (CUAD)	
Facilitate community group involvement		# of Groups involved in CUAD Amount of waste collected	- Shire schools participate on School's CUAD day - Local shire sites; are registered with CUAD with waste collected by DSC

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 2022
1.	Community Strategy	Ensure that economic growth and expansion across the Shire is supported by improvement of local public and private infrastructure	
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	Rail services were retained and continued, although modified, during COVID. Passenger space restrictions have since been lifted.
Delivery Program Objective		Develop and Implement a Strategic Property Program	
Implement a strategic property program to: <ul style="list-style-type: none"> – effectively manage council's property portfolio with a view to sustainable financial returns to the Council. – Identify potential development/acquisition opportunities for Council – provide a strong governance framework adopted by the Council to provide transparency and confidence in management of property matters 		<ul style="list-style-type: none"> – Strategic property review commenced – Priority properties identified for action – Development of sustainable financial returns 	Work on the Strategic Property Review continued with progress on: <ul style="list-style-type: none"> • the approved land swap between Fire and Rescue NSW and Council Work; and • purchase by Council of 43 Brown Street • sale of 74 Common Road • sale of 2260 Stroud Hill Road.
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	
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. Number of grant applications	Ongoing assistance is provided to support grant applications under various funding streams.

2020/2021 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
2.2	Delivery Program Objective	Economic Diversification	
Facilitate opportunities for new and innovative businesses in the Shire.		# of business opportunities identified	Economic Development Plan Advisory Group commenced.
Encourage a diversity of agricultural enterprises throughout the Shire. Partner/s: Tocal College, DPI, LLS		Identified broadening of diversity in agricultural enterprise	Future of Farming Forum held by the DDCC on 6 May 2022 in partnership with local stakeholders including Council.
Delivery Program Objective		Business Referral and Advisory Services and Startups	
Work with Newcastle Business Centre and the Hunter Region Business Hub at Kurri Kurri to offer support and advice to local businesses.		# of referrals.	Limited interactions with the Hunter BEC mainly due to COVID and staff changes..
3.	Community Strategy	Promote the Shire as a good location for the establishment of innovative, small scale, sustainable businesses	
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. Population growth is monitored	Population growth was identified at 2.6% during the period. No data available to Council on start ups.
Undertake review of Dungog Local Environmental Plan 2014 with regard to land use planning and sustainable growth.		LEP reviewed by Council	LEP Review will commence following completion of the Rural Lands Strategy, Employment Lands Review and other Strategic Planning initiatives to enable a comprehensive review of the LEP.
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	
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.	Ongoing assistance is provided to support grant applications under various funding streams.
Further development of the events industry in the Dungog Shire.			Ongoing assistance is provided to support Shire based events.

2020/2021 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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.	Council supported DDCC local purchasing through advocacy. Program also being reviewed with the DDCC.
Support for projects including the Dungog & District Chamber of Commerce Annual Business Awards Dinner.		Business Awards Dinner held	Assistance is provided for this annual event through attendance at DDCC meetings..
5.	Community Strategy	Develop a strategic approach to growing visitors across the Shire	
Delivery Program Objective		Destination Management Plan	
In consultation with Dungog Regional Tourism, implement the endorsed Destination Management Plan for the Shire that includes initiatives such as land use planning suitable for tourism (via the Rural Lands Strategy), in-kind collaborative actions with Dungog Regional tourism and preliminary review into the preparation of a signage strategy , 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. In kind collaborative actions identified and progressed subject to available funding Signage strategy preliminary review progressed	Assisted DRT with its tourism signage renewal strategy – grant application unsuccessful. VIC reinvigoration project in partnership with DRT continued. Assisted Ride Dungog on grant applications submissions.
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.	The VIC interior renovations continued during the reporting period, including renewal of exhibitions..
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.	Council worked with DRT, DDCC and Ride Dungog to better link communications with Barrington Tops.

2020/2021 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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	
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*. # accommodation options establish* *may rely on external data from DRT or DSSN	Completed expressions of interest process for a new caravan park in Dungog Shire. Improvements made to camping booking system at Dungog Showground. Assisted recovery efforts for businesses who lost reservations due to COVID lockdowns.
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.	Continued updating web and social media presence to promote the destination and Shire tourism events.
Work with event organisers to expand the attendance at their event.		# of visitors to Dungog Shire.	Ongoing assistance is provided to support shire based events.
Deliver an Events Management Workshop for not-for-profit organisations and volunteers		Expenditure of grant for Events Workshop and participant satisfaction	Continue to source funding opportunities to support event management workshops
9.	Community Strategy	Improve the availability of telecommunications infrastructure to our communities and visitors	
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.	Council worked with NBN during the year to explore opportunities to improve connectivity for Dungog Shire and Council owned facilities.

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 2022
1.	Community Strategy	Continue to develop programs/initiatives to welcome and support new residents into the Shire	
Delivery Program Objective		Meet the Mayor Program	
Establish a yearly programme in consultation with the Mayor.		# of engagements # of people attending.	14 Meet the Mayor forums held across the Shire including East Gresford, Paterson, Vacy, Clarence Town and Dungog.
2.	Community Strategy	Create options for community participation through volunteerism	
Delivery Program Objective		Supporting Section 355 Committees	
Finalise Section 355 Management Committee Information Package.		Information package developed and disseminated to Committees Training completed for all Committee regarding 355 Committee Information Package	Generic Shire User agreements developed and implemented in all DSC Facilities. Committee constitutions reviewed. Training was face to face interaction rather than scheduled course.
3.	Community Strategy	Acknowledge and celebrate the contribution volunteers make to the Dungog	
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.	Maintaining communication to ensure the return of organisations and local events have the acknowledgement of council.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
4.	Community Strategy	Raise public awareness of local activities and events that provide a foundation for community building	
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	Ongoing, providing links and updates via DSC Facebook page, website and email network.
Delivery Program Objective		Dungog Events Inc	
Continue to provide support to Dungog Shire Events Inc and other events held around the hire.		# of events supported.	Dungog Shire Events Inc. no longer exist. Council has supported 2 events specifically under this program.
4.	Community Strategy	Raise public awareness of local activities and events that provide a foundation for community building	
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 – Reconciliation Week 		# events conducted or supported Grants amounts secured for events	Council has supported and acknowledged activities by Shire organisations including Seniors Week, NAIDOC week, Reconciliation Week. Council was funded to deliver Youth week and International Women's day activities
Delivery Program Objective		Celebrating Australia Day	
Assist the Australia Day Committee in hosting an Australia Day event in Dungog.		Event conducted	Australia Day Committee held and Australia Day held successfully on 26 January 2022.

2020/2021 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
5.	Community Strategy	Develop and initiate opportunities for greater participation of young people in local community activities	
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.	Maintained communications and identified priorities for planning and delivery in the 2023 working in partnership with Dungog High School and DSCC.
6.	Community Strategy	Foster the cohesiveness of local community groups	
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.	Maintained communications and identified priorities for planning and delivery in the 2023 working in partnership with Dungog High School and DSCC.
8.	Community Strategy	Foster and support the cultural life of the Shire	
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	Draft Cultural Plan developed and presented to Council for endorsement prior to public exhibition

2020/2021 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Dungog Shire Cultural Plan	
Secure funding to develop a Cultural Plan which includes investigating the feasibility of planning and constructing a sculpture walk between the library and Hooke Street.		Funding secured	Completed. Funding was secured in the budget for 2021/22.
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.	These meetings are attended by Councillor delegate Partnering/working with Arts Upper Hunter to support local based events with one held this period.
10.	Community Strategy	Ensure that community health and safety issues are identified and addressed	
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.	Meetings were suspended due to COVID restrictions and currently being reassessed to be reactivated
Delivery Program Objective		Dungog Shire Access Committee	
Coordination of the Access Committee and identification of access issues.		Meetings held Access issues identified and resolved Annual review of DIAP.	Meeting were suspended due to COVID, access issues were identified through specific priorities and addressed as received
Review the actions as identified within the Council's Disability Inclusion Action Plan			Annual review of DIAP consultations held in conjunction with the community engagement forums as part of the review of Council's Community Strategic Plan.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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 # of attendees.	Due to COVID restrictions workshop was postponed with ZOOM meeting held with local community organisations, updates provided through email network.
Conduct the 2021 Community Grants (Small) Program		Number of grant applications submitted with the assistance of Council	Community Grants Program 2022will be scheduled for November 2022
Distribute information about funding.			Approximately 32 + grant assistance was provided by Council to shire organisations throughout this period
Provide up to date information about grants and other funding opportunities for community organisations			Grant Alerts provided through communication network. Council staff facilitated reconnecting communities grant applications which saw \$200,000 distributed to 20 separate community groups across the shire.
Investigate grant funding opportunities for the Dungog Common to Dungog Showground Trail Project.			Grant application submitted and was successful. Project currently under construction

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 2022
1.	Community Strategy	Ensure that there is adequate land supply to accommodate future expected population growth	
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 completion and adoption of the Rural Lands Strategy and completion of the Employment Lands Review. This activity will be included in the operational plan for 2022/23 subject to completion of the required strategic review documents to support review of Council's DCP.
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.	There are three Planning Proposals under review during the current reporting period. Should these be supported by DPE the gazettal process will updates current LEP as required. Port Stephens Council are assisting with the assessment and coordination of these Planning Proposals due to current resourcing capabilities.
Delivery Program Objective		Land Use Strategy	
Investigate the land release strategy for Rural Residential Lands as part of the Rural Lands Strategy. Partner/s: Planning NSW		Options paper developed and reported to Council.	The Rural Lands Strategy remains under review during the current reporting period. Council are reviewing the GIS mapping layers and the document having regard to recent DPI Guidelines on Rural Lands Strategies.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Urban Consolidation and Expansion	
Work with appropriate agencies to identify potential lands for future expansion of urban areas within the Shire. Partner/s: Office of Environment & Heritage		5 year review of Dungog Standard Instrument LEP.	Considered as part of the Rural Lands Strategy and recently commenced Employment Lands Strategy. Working with NSW government (DPIE) on Clarence Town Structure Plan preparation including grant fund support through the Regional Strategic Housing Fund.
2.	Community Strategy	Maintain a long term planning approach that caters for diversity and choice in rural and village living	
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 withdrawn from exhibition to refine mapping and consultation requirement, including review of strategy inline with recent DPI guidelines on development of rural lands strategies.
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 will be progress in future Operational Plan 2022/23.
3.	Community Strategy	Ensure the availability of land to facilitate commercial and industrial growth	
Delivery Program Objective		Land Development	
Continue to promote availability of Council owned industrial land.		# of lots sold.	Ongoing. Limited supply to be reviewed by economic development.
Investigate the option of rezoning and subdividing land suitable for industrial land.		Possible areas for rezoning and/or subdividing	To be addressed in employment lands strategy for 2022/23 Operational Plan.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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	During reporting period Council advertised the role of Business Support Officer to assist in electronic monitoring of development land. Recruitment is ongoing for this role.
Delivery Program Objective		Development of Commercial and Industrial Sites	
Conduct a study to identify potential lands for future commercial and industrial growth		Employment lands study prepared	Employment Lands Strategy underway as part of a joint arrangement between Singleton, Muswellbrook, Upper Hunter and Dungog Council's.
4.	Community Strategy	Ensure that our land use planning for the Shire acknowledges the importance of our rural character and agricultural activities	
Delivery Program Objective		Planning Policy Framework	
Develop a Council policy that identifies and acknowledges local areas of scenic significance		Scenic preservation Policy developed in consultation with the community.	Included in the draft Rural Lands Strategy.
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. Partner/s: Dungog Regional Tourism Board		Tourism chapter of Dungog DCP developed in consultation with community and local businesses. Chapter developed, Rural Character preserved.	For consideration post adoption of the draft Rural Lands Strategy, Employment Lands Strategy and Economic Development Plan.
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. Partner/s: HCCREMS		Councils mapping layers enhanced to enable improved strategic planning and environmental assessment.	Council is working to resolve mapping issues as part of the Rural Lands Strategy preparation.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
5.	Community Strategy	Ensure the heritage and streetscapes of our villages are preserved and enhanced and our town entrances are signposted	
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 efforts made to investigate funding. Council staff work closely with local schools and the community on indigenous engagement. The preparation of Council's Cultural Plan has also addressed indigenous engagement opportunities to ensure inclusion in strategic plans of Council.

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 2022
4.	Community Strategy	Review the provision of improved camping and caravan facilities throughout the Shire	
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 operation. Current operational contract revised.
5.	Community Strategy	Encourage and support a diversity of sporting and recreational activities throughout the Shire	
Delivery Program Objective		Sporting Diversity	
Continue discussions with the Office of Sport in relation to the promotion of various sporting activities		Meetings with OoS	With easing of COVID restrictions, local activities sport competitions returned.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Funding Programs	
Conduct annual workshops in relation to sporting grant funding.		Annual Workshop held.	With easing of COVID restrictions meeting held directly with individual shire sporting codes.
Delivery Program Objective		Equity of Use	
Implement the actions as identified within the Council's Disability Inclusion Plan that are relevant to Council's Sport & Recreation		Review identified actions	Number of actions continue to be identified and implemented.
6.	Community Strategy	Ensure that appropriate access to public land is maintained	
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	Communications continued during the year with DRT, Council and Forestry and Police regarding antisocial behaviour on state owned public lands.
7.	Community Strategy	Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for	
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	Communication continued during the year with DRT, Council, Forestry NSW and Police. Draft signage was prepared (for consultation) for visitors travelling beyond fuel, food and mobile phone coverage.

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 2022
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.	Councillor Delegate attends where applicable.
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.	Community meeting held with LAC to identify unlawful activities in the shire (including increasing vandalism).
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 discussions to identify policing priorities within the Shire.
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.	Communication to community of Police Assistance Line (PAL).
3.	Community Strategy	Ensure that our communities have local access to quality educational and health & social services/facilities	
Delivery Program Objective		Health Services	
Host quarterly Health Forums with Hunter New England Health and NGO's.		Health Forums conducted.	Meetings were suspended due to COVID, LEMC briefings were held monthly providing local health service updates.
Support development of suitable promotional material that reflects local needs. Provide information through Council's website.		Promotional material disseminated through community.	Information provided through social media, email network, website, and electronic sign messaging.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Participation in the Hunter New England Health Local Health Committee (Dungog Branch) Partner/s: Hunter New England Health, allied health services, NGO health providers.		Attendance at Committee meetings Advocacy/support for availability of health services within the Dungog Shire Community awareness of available health services	Meetings not held due to Covid restrictions. Currently being reviewed to reactivate.
4.	Community Strategy	Ensure our local bridge network is safe and able to accommodate heavy vehicle load requirements	
Delivery Program Objective		Funding	
Council sources funding for matching grants where required		Funding is sourced to match grant funding where required	All application requiring own source funding are complied with and funding sources identified prior to applications being submitted. Council reports on the grants quarterly.
5.	Community Strategy	Improve the provision of transport services to communities within the Shire	
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.	Liaise with Shire services to identify priorities for funding and service provision.
Lobby State Government for improved accessibility at local stations.		Station upgrades are undertaken.	No updates available.
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.	Liaise with Shire services to identify priorities for funding and service provision.
6.	Community Strategy	Ensure that community assets and facilities and public infrastructure are maintained and improved to a reasonable standard	
Delivery Program Objective		Water/Sewer	
Ongoing participation with the Hunter Water Community Consultative Committee		Attendance at meetings.	Mayor continues to attend the meetings.
Quarterly meetings with Hunter Water Managing Director, Mayor and General Manager to ensure Dungog Shire needs are responded to by Hunter Water			meeting to be sought in the next Quarter.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
8.	Community Strategy	Advocate for improved rail services in the Dungog Shire	
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	Liaise with Shire services and community organisations to identify priorities for funding and service provision

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 2022
1.	Community Strategy	Councillors are responsive, accessible and actively involved within local communities	
Delivery Program Objective		Councillor Representation	
Councillor attendance at Statutory Meetings		# of Statutory Meetings attended by Councillors	Attendance recorded in Council meeting minutes.
Councillor engagement with Section 355 Committees.		Councillor attendance at 355 Committee meetings in their Wards as required.	Attendance recorded in Council meeting minutes.
Councillor involvement in community meetings and events		Councillor participation in local community activities	Mayor and Councillors attend on invitation or as required. Mayor spoke at Dungog Regional Tourism Forum.
Delivery Program Objective		Councillor Access to Information	
Web page information maintained.		Information is complete and current.	Website is progressing but delayed due to limited resourcing.
Provision of comprehensive and professional Council Business Papers			Agenda is provided prior to each council meeting.
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.	13 agenda review briefings held and 11 briefings/workshops held during the year.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Councillor Training	
Training needs identified and information disseminated in a timely manner.		Councillors involvement in training sessions/ attendance.	All 7 Councillors attended Councillor elected life induction on 24-25 January 2022. Social media training provided for 7 on 19 May 2022.
Delivery Program Objective		Councillors Professional Development	
Professional development opportunities identified and offered to the Mayor and Councillors.		# of Councillors who undertake professional development activities.	Social Media Training provided for 7 Councillors (inc Mayor) on 19 May 2022. Mayor, GM and EMIA attended IPWEA Roads Congress on 6 June 2022. Mayor and GM attended National General Assembly of Australian Local Government Association (ALGA) 20-22 June 2022.
Assessment of individual Councillors key competencies. Partner/s: LGNSW, NSW OLG		Community satisfaction with Councillors performance	Completed. Independent survey as part of the CSP review indicated that Council satisfaction sits at 83% up from 73% in 2018.
2.	Community Strategy	Decision-making processes are open, transparent and inclusive	
Delivery Program Objective		Governance – Meetings	
Review and adopt new model Code of Meeting Practice Partner/s: NSW OLG		Model Code of Meeting Practice reviewed and adopted.	Completed. Revised Code of Meeting adopted at Council meeting on 20 April 2022.
Review and adopt new model Code of Conduct Partner/s: NSW OLG		Model Code of Conduct reviewed and adopted.	Scheduled for 1 st quarter 22-23.
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	Completed and ongoing
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 are reviewed during recruitment and selection processes.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
3.	Community Strategy	Council undertakes broad and effective Communication and engagement with the communities across the Shire	
Delivery Program Objective		Mayoral Update	
Mayoral Updates are disseminated to media outlets on a weekly basis		Weekly distribution completed 90% of the year	Completed 100% during the year. Council happenings and Mayors message prepared weekly and disseminated to media outlets.
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.	Communications prepared multiple media releases during the period.
Delivery Program Objective		Community Engagement Strategy	
Implement Community Engagement Plan as required		# of times Plan is implemented	Council endorsed a community engagement strategy approach at the 16 March 2022 meeting as part of the current review of the Community Strategic Plan.
4.	Community Strategy	Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan 2030	
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	Implementation of the Planning and Environment structure continued and new Director Planning and Environment commenced 27 June 2022. Service review of Infrastructure and Assets to commence in first quarter 2022/23.
Annual review of General Manager's performance. Partner/s: LGNSW		General Manager performance review undertaken.	For implementation next quarterly reporting period.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Integrated Planning and Reporting	
Ensure review of IP&R Frameworks including Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy in order to conform to NSW Government IPR Guidelines.		Review Completed Newly elected Council's adopts revised CSP, DP, OP and RS.	Completed. The reviewed CSP, delivery program and operational plan were adopted by Council at the extraordinary meeting of 29 June 2022. All documents were published using Council's new brand and style guide to ensure professional presentation and readability. All documents conformed to the updated NSW Government IPR Guidelines and Handbook.
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	
Delivery Program Objective		Corporate	
Develop organisational wide values in consultation with staff		Organisational values identified and endorsed by staff that guide day to day behaviours	MANEX meeting considered this at meeting of 2 June 2022. New values to be progressed in first half 2022/23 following commencement of new Director. MANEX under review as first step to develop new leadership culture approach and values and behaviours will be progressed as part of those changes. This will continue into the first half of 2022/23.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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	Ongoing system development and attention to the development of a workplace safety culture is underway. MANEX Safety and Wellbeing Leadership Culture workshop held on 20 May 2022 to develop roadmap for the future and to integrate with leadership culture program with MANEX.
Delivery Program Objective		Employee Relations	
Maintain funding for Council's Employee Assistance Program.		Designated budget adopted by Council.	Completed and ongoing. New EAP service provider has been implemented..
Maintain funding for Council's Employee Training /Professional Development Program.		Designated budget adopted by Council.	Completed and ongoing. Funding for training has been maintained.
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 2022.	Completed. WHS Policy reported to Council in 2021.
Delivery Program Objective		Workforce Strategy	
Implement strategic initiatives within Council's Workforce Strategy.		Strategic initiatives implemented	Ongoing implementation of the plan.
7.	Community Strategy	Council maintains a regional outlook and seeks opportunities for strategic alliances with neighbouring councils	
Delivery Program Objective		Hunter Joint Organisation (HJO)	
Ongoing advocacy role at HJO Board level		Attendance at Board Meetings and participation in strategic planning	Mayor and GM attend each board meeting via zoom or in person.
General Managers Advisory Committee		Attendance at GMAC and participation in strategic planning.	General Manager has attended regular meetings of GMAC.
Representation on professional network groups by staff with regional advocacy matters being reported through to GMAC		# of regional advocacy matters addressed	Staff attend HJO regional forums on planning, environment and waste management and circular economy.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Arrow Collaborative Services	
Ensure that Arrow Collaborative Services business activities protect and promote the interests of the shareholders.		Attendance at Arrow Board Meetings as a shareholder Reports to the HJO Board Updates provided to Dungog Shire Council.	GM attends board meeting noting SSA Ltd has been renamed and launched as Arrow Collaborative Services Pty Limited.
Delivery Program Objective		Resource Sharing	
Investigate shared services with other Councils.		# opportunities recorded.	Executive Manager secondment from Port Stephen's Council in Infrastructure and Assets commenced in the quarter with option to extend for a further 3 months. Meeting held with Singleton Council in May 2022 to explore shared staff resources in IPR, Risk, Governance, Administration and Communications.
8.	Community Strategy	Council will advocate for the communities in the Dungog Shire by actively pursuing constructive relationships with the other spheres of government	
Delivery Program Objective		Political Advocacy	
Maintain regular contact with local State & Federal members and their support staff.		Regular contact maintained.	The Mayor is in regular communication on matters affecting residents in the shire.
Follow established protocols when seeking meetings with various Ministers.		Request to local member and briefing paper supplied.	Protocols are complied with as meetings are required.
Maintain relationship with Hunter Regional Director of Premiers & Cabinet		Six monthly meeting held	This is effectively implemented through regular Council meetings with Director of Regional NSW (Hunter and central Coast Branch)
Regular attendance at the NSW Country Mayor's Association		Bi-monthly meetings held	Mayor and General Manager attend Country Mayors forums when available.
9.	Community Strategy	Communities across the Shire have access to a range of communication formats for receipt and exchange of information	
Delivery Program Objective		Corporate Support – Information Systems	
Provide and maintain website and social media pages.		Council's website accessible to community.	Ongoing.
Monitor information uploaded to Council's website.		Website information monitored.	Ongoing. Information reviewed prior to uploading.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
10.	Community Strategy	Other Council Programs and Activities Supporting Council Governance and Finance	
Delivery Program Objective		Risk Management	
Undertake annual WHS Audit		Audits undertaken as required	Audits of WHS incidents have been undertaken by SafetyWorks. StateCover audit completed in previous measurement period.
Monitor Council's workers compensation claims.		Claims are monitored and RTW programs implemented.	Claims monitored routinely within Human Resources.
Monitor Council's Return to Work programmes.		Workers Compensation Premium is monitored and minimised where possible.	Ongoing service in consultation with StateCover.
Lead the organisation in respect of new online risk register database.		# of employees with greater than 5 days lost time per annum.	One (1) LTI >5 days

Infrastructure & Assets

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 2022
7.	Community Strategy	Enhance resident capacity to prepare for and withstand the effects of natural disasters and rapid onset events within the Shire	
Delivery Program Objective		Emergency Management Strategic Planning	
Implementation and review of the EMPLAN Partner/s: LEMC		Key activated/milestone in the EMPLAN completed	Implementation of the EMPLAN is an on-going action. The EMPLAN and it's supporting plans were tested in a live environment for the declared severe weather/flooding event in March 2022.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Community Emergency Preparedness	
Engage with the community for disaster preparedness and resilience. Partner/s: Resilience NSW		# of partnership projects undertaken.	One online workshop was undertaken with service organisations (Neighbour Care, Lions Club, Rotary, Red Cross and various sporting organisations in attendance) to discuss emergency response preparedness.
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.		# Applications submitted.	Council have been successful in the Local Government Recovery Grants Program for program of works up to \$1M
9.	Community Strategy	Ensure that there are locally available services and facilities to cater for people of all ages	
Delivery Program Objective		Management of Council Owned Facilities	
Regular inspections of Council owned and managed facilities and development of capital improvement plans where required Partner: Section 355 Committees		# of facility inspections undertaken by Council staff. Capital improvement plans developed as required.	Annual Fire Safety Certificate inspection has been undertaken.

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 2022
1.	Community Strategy	Ensure that there is adequate land supply to accommodate future expected population growth	
Delivery Program Objective		Develop and Maintain an Appropriate and Contemporary Manual of Engineering Standards	
Revise the engineering standards listed in Council's Policy Register to reflect contemporary standards and practices.		Review completed and new manual adopted.	Review to be undertaken in 2022/2023.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Fire Safety Program	
Complete a fire safety audit of Council owned buildings relevant to land use.		Audit complete	Fire Safety Audit inspections have been complete. A list of actions as a result of the audits are currently under development.
5.	Community Strategy	Ensure the heritage and streetscapes of our villages are preserved and enhanced and our town entrances are signposted	
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 rehabilitation and beautification including new street furniture complete. Hooke Street (Dungog) and Durham Road (East Gresford) rehabilitation works to be undertaken next financial year. The Brig O'Johnson Bridge heritage conservation is a material consideration within the new bridge over the Williams River.

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 2022
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	
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 have been reviewed as part of the IP&R process in the reporting period. Additionally detailed condition assessment have been undertake on Council's aquatic facilities. The development of the Open Space and Recreation Plan is currently underway with the consultant leading community consultation and current state analysis at the moment, ahead of a future analysis based upon community feedback.
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 adopted for Dungog Showground and Paterson Sportsground.
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 previous COVID restrictions when applicable. Additionally a number of proposals are under development resulting from the collaborative work with The Dungog Common, Ride Dungog and Landcare.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Infrastructure Planning	
Undertake a capacity audit of existing sporting and recreational facilities.		Plan developed that will support future demands of open space.	A Recreation and Open Space Plan is being developed that contains an early deliverable of a current analysis of sporting and recreation facility capacities. This is due for finalisation in 2022/2023.
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 Stronger Country Communities Fund, Building Better Regions Fund, Community Builders Partnership, Department Planning & Industry, Crown Lands, Office of Sport, Office of Local Government and LRCI to improve recreation and open space facilities. Current projects include the upgrade of the Dungog Library, the Gresford Sporting Complex Amenities and Bennett Park.
2.	Community Strategy	Ensure that local recreational and sporting facilities Reflect the needs and interests of a growing community	
Delivery Program Objective		Asset Management	
Implement Council's Parks and Recreation Asset Management Plan		Asset Management Plan is reviewed & implemented.	Implementation of the Asset Management Plan has been ongoing. The Open Space and Recreation Plan is currently under development and a condition assessment has been undertaken on Council's aquatic infrastructure. The Asset Management Plans have also been viewed within the reporting period.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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 Paterson Sportsground.
3.	Community Strategy	Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors	
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 and user groups.
Delivery Program Objective		Weed Eradication	
Spraying of Bindii and Clover weeds on sportsfields.		Annual spray programme undertaken on each sportsfield.	Annual spray undertaken
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.
Delivery Program Objective		Park Mowing	
Mowing of Parks to be undertaken on a rolling programme.		Reported to Council monthly.	Mowing undertaken and reported to Council monthly.
Mowing of Sporting Grounds to be undertaken on a rolling program		Reported to Council monthly.	Mowing undertaken and reported to Council monthly.
Delivery Program Objective		Council Owned Swimming Pools Management	
Monitoring of contractor performance and compliance with Public Health requirements.		Contract audit.	Nil non-compliances observed or reported.
5.	Community Strategy	Encourage and support a diversity of sporting and recreational activities throughout the Shire	
Delivery Program Objective		Asset Maintenance	
Maintain and promote the use of recreational and sports facilities.		Website information reflects ground conditions.	Website and social media updated for closures. Ground signage also utilised.
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.	Availability subject to weather, maintenance and Public Health Order restrictions (when in force). Use of grounds being shared equitably where required

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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. Feedback sought where required.
Delivery Program Objective		Accessibility	
Review Council's Disability Inclusion Plan actions that are relevant to Councils Sport & Recreation facilities.		# of actions implemented.	Many actions are ongoing with DIAP principles being integrated into current and future projects. The DIAP has been identified as due for review in 2022/2023.
6.	Community Strategy	Ensure that appropriate access to public land is maintained	
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 seasonally required and ground conditions allow. Reported to Council monthly.

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 2022
1.	Community Strategy	Improve the safety and functionality of our road network	
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)		Appropriate levels of funds secured for road upgrades. Dungog Shire Council prioritized in the State Government road reclassification process	Submission for Regional Roads Reclassification submitted. Blackspot funding received for two current projects that have both commenced in the reporting period.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Road Strategy Asset Management Policy and Plans	
Review and update Council's Road and Transport Asset Management Plan and associated policy documents		Policies and Plans are reviewed and adopted by Council	Asset Management Plans have been reviewed in the reporting period.
Delivery Program Objective		Unsealed Rural Road Network Review	
Review the Unsealed Road Network to provide improved equity for residents		Unsealed Rural Road Network is reviewed and reported to Council	A review of extents and levels of service is proposed to be undertaken in 2022/2023.
Delivery Program Objective		Funding	
Continue to submit bids for funding through State and Federal Grants for the road network		Bids are submitted	Management of the successful grants has been a focus within the reporting period. The declared natural disaster in March 2022 and again in late June has resulted in widespread damage to the road network and a claim is currently under preparation, in addition to emergency and immediate reconstruction works.
Delivery Program Objective		Road Safety	
Undertake road safety audits across the Shire. Partner/s: Roads and Maritime Services		% of road network audited.	A design stage road safety audit has been prepared for the new bridge over the Williams River a Clarence Town,
4.	Community Strategy	Ensure our local bridge network is safe and able to accommodate heavy vehicle load requirements	
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
Continue the process for the construction of the new concrete bridge adjacent to the Brig O'Johnston Bridge in Clarence Town.		Tenders called for Concept Design of the new bridge including necessary government approvals.	Preliminary works being completed

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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	A current snapshot of the program of 23 bridge replacement program is that 5 are complete, 1 under construction, 3 with contracts awarded and a further 7 currently under tender assessment.
Delivery Program Objective		Funding	
Grants are applied for from both State and Federal Government		# of grant applications made % of available grants applied for.	\$19M in funding received for Timber Bridge Replacement program. One further bridge application made for only remaining timber bridge that is not funded – no applications made within the reporting period, however the remaining bridge has been included on the Advocacy Agenda for the Federal election.
6.	Community Strategy	Ensure that community assets and facilities and public infrastructure are maintained and improved to a reasonable standard	
Delivery Program Objective		Unsealed Road Grading	
Maintenance grading works as per Council's adopted annual programme.		% of programme completed.	Program complete with additional works due to Natural Disaster events
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.	3.5% achieved. Program not met due to resource restrictions and Natural Disaster events.
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.	10% achieved.
Delivery Program Objective		Rural Local Sealed Roads – Roadside Slashing	
Slashing undertaken on rolling programme.		All sealed Rural Local Roads slashed twice per annum or as seasonally required.	Program achieved
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.	Only two services undertaken due to resources being diverted to Natural Disaster works and other road maintenance needs.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective		Construction And Rehabilitation Works	
Council carries out annual construction and rehabilitation programme.		% of annual rehabilitation and construction funding spent.	52% of identified budget expended. The remainder of the program was affected by Natural Disaster Claims and has been transferred to 2022/2023.
Council carries out rehabilitation projects funded by the Special Rate Variation funds.		% of projects completed.	90% 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.	Program significantly affected by wet weather. All works rescheduled for 2022/2023.
	Delivery Program Objective	Regional Roads – Resealing	
Resealing undertaken as per Council's programme.		Minimum 3% by length of Rural Regional Roads are resealed.	Program achieved
Delivery Program Objective		Urban Local Sealed Roads – Resealing	
Resealing undertaken as per Council's programme.		Minimum 3% by length of Urban Local Sealed Roads are resealed.	Program significantly affected by wet weather. Only 1.7% achieved.
Delivery Program Objective		Concrete Footpath Inspections	
Inspections carried in accordance with Council's inspection programme.		# inspections undertaken.	Program being met.
Delivery Program Objective		Public Toilet Inspection and Cleaning	
Public toilets maintained to a satisfactory standard.		Undertaken a minimum of twice per week.	Program being met.
Delivery Program Objective		Street and Gutter Clean	
Street and gutter clean maintained to a satisfactory standard.		Undertaken twice per week in Dungog.	Program being met.
Delivery Program Objective		Guardrail	
Guardmesh is replaced as funding allows – generally as part of rehabilitation works.		Length of guardmesh replaced.	5.5km of guardrail replacement
7.	Community Strategy	Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population	
Delivery Program Objective		Emergency Management	
Continuous review and implementation of EMPLAN		EMPLAN Implemented	EMPLAN Implemented.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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.	104% of maintenance budget expended. 1 Facility inspection undertaken
Delivery Program Objective		Bike Plan	
Review and update Council’s Bike Plan.		Bike Plan endorsed by Council and strategies	Review of the Bike Plan is underway with the contract awarded to a consultant for concurrent delivery with the Open Space and Recreation Plan.
9.	Community Strategy	Ensure that community assets, facilities and public infrastructure are planned for, improved and maintained to a reasonable standard	
Delivery Program Objective		Asset Management	
Continuous review and implementation of Building Asset Management Plan in relation to community facilities.		Building Asset Management Plan implemented.	Asset Management Plans reviewed within the reporting period
Delivery Program Objective		Asset Maintenance	
Maintain facilities and assets within budgetary limitations.		% of maintenance budget expended.	Budget fully expended
Delivery Program Objective		Funding	
Continue to explore opportunities to submit grant applications for facility upgrades.		# Applications submitted. Value of grant funding received.	LRCI phase 4 applications have been made, Local Government Recovery Fund under preparation. 12 likely candidate sites between the two applications .
Delivery Program Objective		Community Facilities	
Review the quantity, locality and accessibility of public toilets within the Shire.		Report submitted to Council and Capital Works Program developed.	Review to be undertaken in 2022/2023
Implement the actions as identified within the Council’s Disability Inclusion Plan that are relevant to Council’s community facilities.			Being implemented with Capital construction works

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 2022
5.	Community Strategy	Council undertakes prudent financial management to ensure its long-term viability	
5.3	Delivery Program Objective	Fleet Operations	
Manage Council's fleet operations to ensure returns on investment.		Positive return to Plant Reserve annually.	The Plant Reserve is maintaining a positive return.

Corporate & Customer Service

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 2022
9.	Community Strategy	Ensure that there are locally available services and facilities to cater for people of all ages	
Delivery Program Objective		Partnerships to Create Cultural Opportunities	
Continue to provide a regional library service that provides a wide range of free information and services accessible to all users Partner/s: Newcastle City Council		<ul style="list-style-type: none"> – # of books borrowed – # of events conducted by the library – Customer satisfaction ratings – External funding and grants received 	11,826 – Library closed for a period due to Covid-19. Nil due to Covid-19 Nil

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 2022
2.	Community Strategy	Decision-making processes are open, transparent and inclusive	
Delivery Program Objective		Governance – Public Access	
Continue to fulfil Council's obligations under the Government Information (Public Access) Act.		Publications guide updated annually.	Complete – updated 15 September 2021
5.	Community Strategy	Council undertakes prudent financial management to ensure its long-term viability	
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.
Delivery Program Objective		Debt Recovery	
Continue to proactively manage debt recovery action.		Outstanding rates < 7%	Complete – 6.9% including suspension of debt recovery due to Covid-19
Delivery Program Objective		Finance – Investments	
Invest surplus funds in accordance with Council policy.		Investment returns equal 90 day BBSW.	Complete
		Reports provided in the Council Business Paper.	Complete
Delivery Program Objective		Financial Planning	
Continuous review of Council's Long Term Financial Plan to assist deliberations on future funding decisions of Council to support the new IP&R cycle.		LTFP reviewed and scenarios developed for Council's consideration as required.	Complete – base case only developed in current SRV implementation.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
9.	Community Strategy	Communities across the Shire have access to a range of communication formats for receipt and exchange of information	
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 System upgrade plan underway.
Monitor Council's managed services provider to ensure system outages /downtime meets service agreement		Service agreement complied with.	Complete
10.	Community Strategy	Other Council Programs and Activities Supporting Council Governance and Finance	
Delivery Program Objective		Corporate Records Management	
Safeguard Council's records and meet legislative responsibilities.		Compliance with State Records Act.	Complete and ongoing
Delivery Program Objective		Risk Management	
Undertake annual Public Liability Audit		Audits undertaken. Improved performance.	Complete
Attend regional risk management meetings and disseminate information to relevant staff.		80% of meetings attended.	Complete – meetings completed via zoom due to Covid-19.
Maintain Council's insurance portfolio.		Insurance renewed annually within timeframe	2022-23 renewal complete
Development of business continuity plan.		Information back up and data integrity tested annually.	Complete
Delivery Program Objective		Service NSW Agency	
Ensure Service NSW payments agency is operational during Council opening hours		Trained staff available to meet operational requirements	Additional staff training completed to assist meeting requirements.
Comply with Service NSW performance and statutory expectations.		Nil Deficiency/ Compliance reports.	Complete

Planning & Environment

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 2022
1.	Community Strategy	Ensure that there is adequate land supply to accommodate future expected population growth	
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.	8 Development Advisory Panel meeting held. All applications as well as lodgment of applications under s68 Local Government Act and s138 Roads Act now occurring through the planning portal online.
Delivery Program Objective		Fire Safety Program	
Complete risk evaluation of existing buildings relevant to land use.		# of buildings upgraded to meet fire safety standards.	Council continues the development and implementation of its Fire Safety Program to notify building owners of their obligation to maintain essential fire safety measures required on their premises. In the reporting period up to 108 premises listed to date with audit ongoing. Council has engaged a Fire Safety Consultant to undertake necessary audit inspection on Council Assets.

2020/21 ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Commence audit on high risk premises.	# of complaints in respect of fire safety standards.	No complaints regarding fire safety standards have been received.
Delivery Program Objective	Zoning Certificates and Property Information	
Preparation of zoning certificates in accordance with legislative requirements.	<ul style="list-style-type: none"> 80% of Certificates issued in 5 days with less than 5% return. Response times to general written property enquiries less than 15 working days. 	<p>434 s10.7 Planning Certificates issued. Council are continuing to review its resourcing to ensure both a 5 day and 15 day turnaround for certificates and general property enquiries.</p> <p>Ongoing enquiries in relation to flooding notations due to changes from the State Government, which commenced 14 July 2021.</p> <p>Increase in general property enquiries from property sales in the LGA.</p>
Delivery Program Objective	Council's Market Share of Contestable Building Activities.	
Construction Certificates and Complying Development Certificates are processed and issued in a professional and diligent manner to maintain or improve market share.	<ul style="list-style-type: none"> # of Construction Certificates and Complying Development Certificates being issued by Council % of market share 	<p>85 Construction certificates issued by Council.</p> <p>74% of market share</p> <p>1 CDC's issued by Council. 2 Private Certifier Issues CDC's</p>
Greater promotion regarding Council's Building Services through the website		
Delivery Program Objective	Development Application Processing	
Feedback on the level of service provided.	Satisfaction survey results.	<p>A Micromex survey was undertaken and benchmarked against 15 other similar Council data surveys.</p> <p>The survey results discovered a customer satisfaction rate of 88% which is high and consistent with the benchmark.</p>

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
4.	Community Strategy	Ensure that our land use planning for the Shire Acknowledges the importance of our rural character and agricultural activities	
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.
Delivery Program Objective		Environmental Sustainability of Development Applications	
Assess Development Applications in accordance with Council's Planning Framework and Environmental Planning and Assessment legislative requirements		New approved development does not compromise the viability of existing rural and agricultural activities.	205 DA's Approved 4 DA's Withdrawn. 1 DA Refused 31 DA Modifications determined. Assessment of potential land use conflict with agricultural activities assessed in accordance with LEP and DCP.
Delivery Program Objective		Illegal and Unauthorised Development	
Provide compliance service which includes: – Identifications of non-compliant developments through a consents audit process. – Investigations of complaints received from the public – Education programme developed to highlight to the public the need to obtain consent for certain types of development.		– Compliance & enforcement policy finalised. – # matters investigated. – # matters resolved.	49 Compliance matters received. 18 Compliance matters finalized. 31 enforcement matters remain open.
5.	Community Strategy	Ensure the heritage and streetscapes of our villages are preserved and enhanced and our town entrances are signposted	
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.	Successful grant application for heritage advisor service for 2021-2022 financial year. 14 DA's referred to heritage advisor during reporting period.

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 2022
1.	Community Strategy	Ensure that appropriate agencies at all levels are involved in addressing issues surrounding climate change	
Delivery Program Objective		Climate Change	
Involvement and support for regionally based climate change programs via active member of Hunter & Central Coast Regional Environmental Management Strategy (HCCREMS) Partner/s: Hunter JO		# of regional programs actively supported by Council	Participation in Cities 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.
Action taken to address pledges under the City Power Partnership.		Feasibility Plan to increase solar to council assets developed.	Energy audit commissioned of 4 major energy consuming assets (Admin building, Works depot, swimming pools).
Cooperate with Hunter JO in relation to Regional areas of collaboration that align with pledges			No Action
Develop feasibility plan to increase solar to Council assets			No Action- pending energy audit recommendations
2.	Community Strategy	Manage public access and use of natural areas to enhance our environmental experience and to preserve and promote ecological values	
Delivery Program Objective		Illegal Dumping	
Promote reporting of illegal dumping to Council		– # of incidents recorded on RIDONLINE	28 Incidents of illegal dumping reported to Council.
Support regional Illegal Dumping Squad membership and use of RIDONLINE Partner/s: Hunter RID Squad		– # of fines issued – Attendance at RID Squad Meetings	0 fines issued 4 rid squad meetings held. No DSC rep

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
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	
Delivery Program Objective		Waste and Resource Recovery	
Improve recycling, community engagement and reduce waste generation.		Completion of projects contained in the action table approved by EPA.	During the period the following waste reduction programs, approved under the Better waste and Recycling Fund by the EPA, continued and are on target – – Subsidised mattress drop off – Green waste processing – Completion of kerbside waste Audit – E-Waste
Refinement of soft plastics program			Soft Plastics program ongoing.
Completion of local litter audit			Not during reporting period.
Continue subsidised mattress collection			Ongoing.
Waste diversion initiatives at the Waste Management Facility and through other Council waste diversion programs and kerbside recycling service		Initiatives aimed at meeting EPA waste diversion targets of 75% by 2021-2022	Waste Audit revealed that a third bin (organics) could realise the target waste diversion rate. Briefing to Council was continuing to engage with MRA Consulting Group on FOGO options and cost modelling as part of the Waste Strategy.
Provide kerbside collection of recyclables (Yellow bins)		Tonnes of Recyclables collected	672.72 tonnes of Recyclables collected (Yellow bins)

2020/21 ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Implement waste Diversion Programs at the Waste Management Facility.	<ul style="list-style-type: none"> – Tonnes of waste diverted – Actively participate in Circular Economy initiatives including collaboration with Hunter JO. 	1,540.34 tonnes of waste diverted through the following key initiatives: <ul style="list-style-type: none"> - scrap metal, - paper/Cardboard - oil - Green waste, - Mattresses, - Comingled - Car batteries, - Gas Bottles, - E-waste - Plastic drums - Soft plastics
Delivery Program Objective	Waste and Resource Recovery	
Pursue additional waste diversion options in accordance with markets and technological feasibility.	# of new waste diversion options provided.	Free e-waste drop off service continuing to be going well. All other waste diversion options continued. Seeking options to explore
Actively pursue programs that Promote and educate the community in regard to waste minimisation.	# of programs initiated.	Tip shop re-opened to items of value for resale such as furniture, lawn mowers, working items. Exploring soft plastic options for collection of soft plastics.
Provide waste collection service (Red bins)	<input type="checkbox"/> Contractors compliance with collection contract requirements <input type="checkbox"/> # of complaints regarding domestic waste collection service.	No issues of non-compliance detected 9 complaints received directly to Council.
Collection of Green Waste	Annual pick-up provided	October 2022 scheduled for green waste pick up collection.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
4.	Community Strategy	Raise public awareness of the responsibilities of landholders regarding management of land	
Delivery Program Objective		Regional Weed Action Plan	
Inspect all high risk pathways as identified in the Regional Weeds Strategy.		High risk pathways inspected.	176km of pathways inspected and sprayed.
Property inspections for new weed incursions		Complete minimum of 200 property inspections per annum (weather dependent).	170 inspections completed for period in respect to new weed incursions.
Provision of information in relation to weeds through inspection program, phone enquiries and Council's website.		# of recorded interactions with landholders where educational messages are provided	Approximately 108 occasions where educational awareness is provided. Usually, this includes education awareness during the inspections undertaken.
Maintain email database of property owners, stock agents, carriers and agencies to communicate Council activities and weed management advice.		Stakeholder data base updated as new information received. # of times database utilised to distribute information.	No new up dates during period Data base not utilized during period.
Convene Local Weeds Committee Partner/s: Regional Weeds Strategy Group, HLLS, DPI		# of Committee activity/ programs per annum.	Biosecurity Officer attended 4 committee meetings during the reporting period.
5.	Community Strategy	Involve the community in maintaining and enhancing environmental health	
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		# of recorded interactions with landholders where educational messages are provided	No recorded interactions
Ongoing inspection of onsite sewage management systems across the Shire.		Minimum of 150 inspections per annum.	40 inspections during period
Ensure new OSSM are designed, installed and maintained in accordance with Council's Policy and the OSSM Development Assessment Framework		# new septic systems approved	39 new Septic Applications approved during the reporting period.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
6.	Community Strategy	Ensure that Council's policies and processes Adequately protect and enhance our natural environment and biodiversity	
Delivery Program Objective		Roadside Environmental Management Strategy	
Contribute to the assessment and mitigation of impacts on natural biodiversity and ecology are considered in construction and maintenance within the road corridor		# of Environmental Factors (REF's) for civil works peer reviewed.	3 REF referrals during period
Delivery Program Objective		Waste Management Facility Operation	
Provide an economic and environmentally sustainable Waste Management Facility		<ul style="list-style-type: none"> Facility operating cost per annum Percentage of waste to landfill 	<p>Refer to financial statements for operational costs.</p> <p>Total waste received during period was 4,235.97 tonnes.</p> <p>2,695.63 tonnes to landfill.</p> <p>1,540.34 tonnes of waste diverted.</p> <p>Therefore 63.63% of waste to Landfill during reporting period.</p>
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.	No meetings or representations made during period, covid 19 did affect face to face meetings.
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.	There are 8 premises not connected to sewer. No further premises connected during period.
Delivery Program Objective		Environmental Grants	
Apply for grants and carry out work on local projects. Partner/s: HLLS		<ul style="list-style-type: none"> # of grants applied for \$ amount of grant money received 	No new grants applied for during period
Implementation of the Flying Fox Management Plan.		# of actions of the Management Plan addressed.	None during reporting period.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
7.	Community Strategy	Ensure that local waterways and riparian areas are clean and healthy	
Delivery Program Objective		Grant Funding	
Partner HLLS in local riparian projects <i>Partner/s: HLLS, Sustaining the Williams Valley Group</i>		# of projects completed	2 projects completed: Water Hyacinth in Paterson and African Olive project on Bingleburra road completed with minor outstanding actions for finalization in regards the African Olive project.
Delivery Program Objective		Healthy Rivers	
Representations to 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.	No progress to report during the reporting period.
8.	Community Strategy	Manage and reduce the impact of weeds and pest animals on the natural environment	
Delivery Program Objective		Public Education	
Support information stand at Total Field Days.		# Total Field Days supported through attendance by Biosecurity Weed Management Officer.	Field day is held in April. Council's Weed and Biosecurity Officer attended the Field Day.
Delivery Program Objective		Roadside Weeds Treatment Program	
Continue a program for management of roadside weeds.		Length of roadsides treated.	498 km of completed roadside treatments and 264 properties inspected during the reporting period.

2020/21 ACTIONS		PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
9.	Community Strategy	Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues in our Shire	
Delivery Program Objective		Hunter & Central Coast Regional Environmental Management Strategy	
Advocacy role at a regional level with State and Federal Agencies		# of advocacy events with government agencies in conjunction with Hunter JO.	<p>The following is provided: Hunter JO facilitated meetings and training attended by staff during the period were-</p> <ul style="list-style-type: none">- Waste Strategy Group X 5- Circular Economy Working Group x 2- UPSS and contaminated land workshops- 6 <p>Advocacy with other agencies-</p> <ul style="list-style-type: none">- Hunter RID Squad X 3 (EPA)- Regional Landcare Network X 1- Hunter Estuary Management Plan Workshop X3
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	No new interactions regarding UPSS during period
Audit of all premises completed and level of compliance known.			
Audit Improvement programs in place.			
10.	Community Strategy	Maintain a strong regional approach to the management of our natural environment	
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	<p>Projects in partnership with LLS-</p> <ul style="list-style-type: none">• Mount Breckin invasive weeds eradication.• African Olive management at Sugarloaf grant project

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 2022
10.	Community Strategy	Ensure that community health and safety issues are identified and addressed	
Delivery Program Objective		Cemetery Services	
Administer Cemetery Services in Council's seven cemeteries		<ul style="list-style-type: none"> – # of burials – Maintenance schedule implemented 	31 Maintenance schedule utilizes Council staff and contractors. Complaints have been received about Paterson, Dungog and Clarence Town cemeteries regarding access and general maintenance during the period and schedules have not always been met. This is due to the erratic weather for this period.
Delivery Program Objective		Food Safety	
Carry out inspection of all food outlets in accordance with risk categories.		<input type="checkbox"/> # of inspections conducted p/a <input type="checkbox"/> % of complying inspections.	35 inspections Unknown
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.	Alert Online training tool is accessible to all food handlers but usage cannot be ascertained. Need for a social media campaign and link to website
Delivery Program Objective		Regional Programs for Food Safety	
Participation in Hunter Central Coast Regional Food Group and regional programs		# of regional meetings attended	0 meetings during period
Delivery Program Objective		Inspections of Other Commercial Premises	
Carry out inspections of other commercial premises as required.		# of inspections conducted p/a	0 inspections during period

2020/21 ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective	Regional Environmental Health Programs	
Participation in Regional Professional forums: <ul style="list-style-type: none"> - Environmental Health Network - Septic Tank Advisory Group - Hunter Councils Joint Organisations - Environmental Division Directors Forum 	# of regional meetings attended	1 STAG meeting during period 1 Regional Recycling Group
Delivery Program Objective	Companion Animals	
Administer Companion Animals Program	<ul style="list-style-type: none"> - # of dog and cat registrations annually - # of complaints - # of Penalties issued - # of Notices served under the Act 	132 registered animals. 158 complaints 9 0
Provide Companion Animal pound services	<ul style="list-style-type: none"> - # of dogs and cats impounded - # of Dogs and cats euthanased - Participation in discussions regarding the development of a Regional Animal Pound Facility 	46 dogs impounded 3 cat impounded during reporting period. Commenced using Maitland Animal Management Facility.
Delivery Program Objective	Ranger Services	
Compliance with Companion Animals, Australian Road Rules, Protection of the Environmental Operations Act	<ul style="list-style-type: none"> - # of school zones inspected - # of Notices & Penalties issued - # of complaints 	3 planned inspections. Inspected on an ongoing irregular basis, not scheduled during reporting period. 1 Notices issued. 3 Complaints
Delivery Program Objective	Stock Impounding	
Compliance with NSW Government's Impounding Act	# of stock impounded	0
Remove stock from the road reserve	# of Notices & Penalties issued	3
Delivery Program Objective	Vehicle Impounding	
Compliance with NSW Government's Impounding Act	# of vehicles impounded	0
Impound abandoned vehicles on Council/public land	# of complaints	5

2020/21 ACTIONS	PERFORMANCE INDICATORS	STATUS AS AT 30 June 2022
Delivery Program Objective	Approval of Activities	
Provide Section 68 approvals and inspection service.	<ul style="list-style-type: none"> – # of applications – # of approvals – # of inspections 	1 application 1 approval 2 inspections
Delivery Program Objective	Swimming Pool and Spa Safety	
Implement Council's Barrier Inspection Program in response to the Swimming Pools Act.	<ul style="list-style-type: none"> – Minimum of 150 inspections completed per annum. – # of certificates issued. 	40 pool inspections undertaken during reporting period 30 compliance certificates issued with 1 non-compliance notification issued.
Ensure Compliance with the NSW Public Health Act in relation to Public Swimming Pools and Spas	<ul style="list-style-type: none"> – # of premises registered – Inspection frequency meets requirements of Swimming Pools Act. 	26 premises inspected Satisfactory

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 2022
1.	Community Strategy	Ensure that there is adequate land supply to accommodate future expected population growth	
1.10	Delivery Program Objective	Flood Plain Management Program	
Voluntary acquisition of final property in Priority 3.		Acquisition completed.	Approval to proceed to acquisition received from DPIE. Land acquired with dwelling demolition and or removal of dwellings on lots ongoing.
Apply for ongoing grant funding from OEH to deliver the Dungog Flood Plain Management Plans.		Funding received.	No new funding received during the period
Grant application developed and lodged for future Flood Studies in area to be determined in consultation with DPIE.		Priority areas identified.	No further consideration of this matter during the period.

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 2022
7.	Community Strategy	Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population	
7.3	Delivery Program Objective	Sewerage Services	
Continue to advocate for the provision of reticulated sewerage to the villages of Paterson/Vacy/Gresford.		Actions taken to promote acknowledgement and recognition within the Hunter Water long term Capital Works Program.	No actions taken



STATUTORY REPORTING REQUIREMENTS

Legal Costs – Legal Advice

Planning Department - \$26,758
Corporate Services Department - \$23,521
Real Estate Development - \$15,996

Court Matters

Paterson Sportsground Non-Claimant Application. Legal advice regarding future act protection and processing of a non-claimant application, including mediation processes, under the Native Title Act 1993 in the Federal Court - \$61,120.98.

The matter is currently proceeding to a hearing to determine the application in December 2022 (subject to further confirmation).

Statement of claim filed in the District Court of NSW on 4 March 2022. The claim is lodged by Pamela Gai Edwards (first plaintiff) and Deryck William Justin Edwards (second plaintiff). Dungog Shire Council is listed as First Defendant. The statement of claim refers to alleged breach of contract in relation to lot 108 DP1194118 known as 358 Clements Road, Lewinsbrook NSW.

The statement of claim seeks the following relief:

1. Damages of \$750,000 or other amount determined by the court
2. Pre-judgment interest from 7 March 2016
3. Post-judgment interest
4. Costs.

MAYORAL & COUNCILLOR EXPENSES

In addition to the Mayoral Fee of \$15,761 and Councillors Fees of \$63,577 expenditure in relation to the provision of facilities and Councillors expenses amounted to \$123,700. This figure includes:

• Council Elections	\$ 82,916
• Code of Conduct Investigations	\$ 5,000
• Provision of dedicated office equipment allocated to Councillors	Nil
• Conference and Seminar Expenses	\$ 11,971
• Training & skill development	\$ 9,553
• 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	\$ 117
• Travelling	\$ 5,653
• Meals & Sustenance	\$ 4,887
• Delegates Expenses	\$ 3,603
Total	\$ 123,700

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 2021/2022 one position of Council was classified as Senior Staff pursuant to Section 332(2) of the Local Government Act, being the General Manager.

During 2021/2022 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 \$280,671.24.

Salary component:	\$244,246.58
Superannuation:	\$24,424.66
Vehicle:	\$12,000
Membership Contributions:	Nil

PERSONS WORKING 25 MAY 2022

Total number of persons employed by Council	83
- Permanent full time	63
- Permanent part time	8
- Casual basis	1
- Fixed term contract	1
- Senior staff	1
- Contract services labour	9
- Contract services apprentice or trainee	0

MAJOR CONTRACTS

Name	Payment Approved by Council	No. of Jobs	Contract Period (Years)	Nature of Goods or Services
Accurate Asphalt & Road Repairs Pty Ltd	\$ 250,375	Various	2 Year + 1 Year Extension	Stabilisation - Summer Hill Road
Austek Constructions Pty Ltd	\$ 190,643	Various	1 Year (Specific Project)	Playground Equipment to Various Parks
Boral Construction Materials Group Limited	\$ 216,561	Various	2 Year + 1 Year Extension	Supply of Asphalt Coldmix
Bridge & Marine Engineering Pty Ltd	\$ 1,566,251	Two	Initially 1 Year (Bruxner extended into 22/23 due to delays)	Bridge Construction - Archinals & Bruxner Bridges
Bridgebuild & Civil Pty Ltd	\$ 551,540	One	One	Bridge Construction - Mary Carlton Bridge
Burns Earthmoving Pty Ltd	\$ 926,636	Various	One	Plant Hire
Civica Pty Limited	\$ 294,462	Various	Ongoing	Software Licencing and Support
Colas New South Wales Pty Ltd	\$ 1,073,968	Various	Ongoing	Bitumen
Conplant Pty Ltd	\$ 157,824	Various	One	Plant Hire
Crossroads Civil Design Pty Ltd	\$ 239,891	Various	Ongoing	Design Services - Roads/Bridges
Dannenberg Earthmoving Pty Ltd	\$ 388,180	Various	One	Plant Hire
Downer EDI Works Pty Ltd	\$ 2,031,514	Various	Ongoing	Bitumen
Edser Plant & Civil Pty Ltd	\$ 679,276	Various	One	Plant Hire
Elbourne Plant Hire Pty Ltd	\$ 468,444	Various	One	Plant Hire
Essential Energy	\$ 267,163	One	One	Upgrade and installation of Streetlights
G P Mechanical Services	\$ 261,012	Various	One	Plant Hire

Gencom	\$ 159,786	One	One Year (Installation) Ongoing (Service Agreement and Maintenance)	Supply 2way Radios & VHF Portables
GW & GJ Trappel Pty Ltd	\$ 676,459	Various	One	Plant Hire
Hastings Co-operative Limited	\$ 351,010	Various	2 Year + 1 Year extension	Bulk Fuel Supply
iCombined 360 Services Group Pty Ltd	\$ 451,315	Various	2 Year + 1 Year extension	Traffic Control
Irwin Fencing Pty Ltd	\$ 509,030	Various	2 Year + 1 Year extension	Guard Rails
J & M Road Marking Specialists Pty Ltd	\$ 192,486	Various	2 Year + 1 Year extension	Linemarking Services
JR & EG Richards Pty Ltd	\$ 1,008,712	Various	Ongoing	Waste Collection Services
Kuhaca Pty Ltd	\$ 171,925	Various	One	Plant Hire
Labour Co-operative Limited	\$ 258,622	Various	33 Months + 2 Year Extension	Labour Hire - Various outdoor staff
Lifeguarding Services Australia	\$ 203,280	Two	Five	Pool Contractor
MECC (NSW) Pty Ltd	\$ 214,592	Various	Ongoing	Electrical & Building Services
Merchant Excavation and Electrical Pty Ltd	\$ 340,305	Various	One	Plant Hire
North Construction & Building Pty Ltd	\$ 297,052	One	2 Years (Complete)	Building Contractor - Clarence Town Sports Facility
Quarry Products Newcastle Pty Ltd	\$ 2,647,781	Various	2 Year + 1 Year Extension	Road Base - Aggregate
Robert Carr & Associates Pty Ltd	\$ 212,900	Various	Ongoing	Geotechnical Investigation - Bridges and Roads
Speedline Fencing	\$ 191,015	Four	One	Fencing Construction - Various Locations
Stabilised Pavements of Australia	\$ 738,199	Various	Ongoing	Stabilisation Works
Viafix Australia	\$ 150,607	Various	Ongoing	Supply Coldmix
Waeger Constructions Pty Ltd	\$ 764,005	Two	One	Bridge Construction - Saxby's & Hopson's Bridges
Watchout Traffic Control	\$ 1,201,539	Various	2 Year + 1 Year Extension	Traffic Control

WORK CARRIED OUT ON PRIVATE LAND

During the period 1st July 2021 to 30th June 2022, 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 \$ 9,173 and was made up as follows:

Donations & Contributions		\$
	Dungog High School	100
	Anzac Day	255
	Arts Upper Hunter	5,975
	Australia Day	2,844
	Total	9,173

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 2021/22.

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 2022, 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 \$181,117 and comprised the following:

- Mandatory Pensioner Rebates under Section 575 of the Local Government Act 1993: \$171,962 (55% reimbursed to Council by the State Government).
- Postponed Rates and Charges written off under Section 595 of the Local Government Act 1993: \$1,617.96.
- Abandonments – small debts \$326.39
- Voluntary Conservation Agreements: \$7,210.88

COUNCILLOR TRAINING

During the 2021-22 financial year the following Councillor training sessions were held;

Elected Life – Serving on Council, inclusive of Code of Conduct, Code of Meeting Practice, roles and responsibilities across council. 24 & 25 January 2022

Social Media Training 19 May 2022

In addition to these training session Councillors attended various council workshops throughout the period.

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 2021/22 \$ 42,155

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 2021/22, \$44,350 was expended on Council's Companion Animal program. Expenditure consists of fees to the private impounding facilities, administration and related programs such as the provision of educational material and investigation of complaints. Revenue from Companion Animals fees of \$23,013 was received. 132 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 46 Companion animals seized, 11 were reunited with owners (24%), 25 (50%) were rehomed with an Animal Welfare Organisation, 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 be 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	0	0	0	0	2	0	0	12	46%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	4	2	0	0	0	0	0	0	6	23%
Members of the public (other)	6	0	0	0	0	1	0	1	8	31%
Total	20	2	0	0	0	3	0	1	26	
% of Total	77%	8%	0%	0%	0%	12%	0%	4%		

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

Table B: Number of applications by type of application and outcome										
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications *	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	14	2	0	0	0	2	0	1	19	73%
Access applications that are partly personal information applications and partly other	6	0	0	0	0	1	0	0	7	27%
Total	20	2	0	0	0	3	0	1	26	
% of Total	77%	8%	0%	0%	0%	12%	0%	4%		

*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)	3
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	3
Invalid applications that subsequently became valid applications	3

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	1	25%
Contempt	0	0
Legal professional privilege	2	50%
Excluded information	0	0
Documents affecting law enforcement and public safety	1	25%
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	4	

**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	1	50%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	1	50%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	2	

Table F: Timeliness

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	22	85%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	4	15%
Total	26	

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 2021/22:

- 4 tourist and visitor accommodation inspections carried out.
- 0 premises with more than two dwellings inspected.
- 30 inspections that resulted in the issuance of a Compliance Certificate.
- 1 inspections that resulted in the issuance of a Non-Compliance Certificate.
- Total of 40 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 2021/2022 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 2021-22 was \$1,595,500. Actual expenditure was \$1,450,871. The proposed program for all SRV funded projects was delivered last year except for the Queen Street and Summerhill Road projects, these projects experienced some delays due to major flooding events during 2022 and will be finalised in 2022-23. The table below outlines the actual SRV expenditure in 2021-22.

Project	SRV Budget 2021/22	Overall Project Cost (Multiple Years)	SRV Funds Expended 2021/22
Queen Street, Clarence Town (Project since modified under Fixing Local Roads to 2022/23 & 2023/24)	\$ 472,650	\$ 472,650	\$ 658
Paterson River Road	\$ 150,000	\$ 2,200,000	\$ 150,000
Black Rock Road (Carried forward from 2020/21)	\$ 389,247	\$ 650,000	\$ 389,247
Loan Borrowing Repayments for Timber Bridge Replacement (Bullockeys, Wheelabout, Coulston, Spooner)	\$ 217,350	\$ 217,350	\$ 217,350
Summerhill Road	\$ 175,000	\$ 1,700,000	\$ 113,066
Salisbury Road	\$ 522,500	\$ 2,090,000	\$ 522,500
Flat Tops Road	\$ 58,000	\$ 1,232,000	\$ 58,000
Totals	\$ 1,984,747	\$ 8,562,000	\$ 1,450,821

For the year ended 30 June 2022, the draft net operating result was in surplus of \$15 million, compared to a surplus of \$3.6 million forecast in the Long Term Financial Plan (LTFP). Before capital grants and contributions, the deficit was \$3.9 million, compared to a deficit of \$700 thousand forecast in the LTFP.

Actual income from continuing operations totalled \$38.5 million, compared to \$23.6 million forecast in the LTFP. Actual expenses from continuing operations totalled \$22.8 million, compared to \$19.9 million forecast in the LTFP.

The net operating result was \$11.4 million more favourable than forecast due to the drivers below:

1. Capital grants and contributions were \$15 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 \$3 million higher than forecast due to increased expenditure on capital works programs.

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 thirty three (33) separate rateable assessments down to twelve (12) rateable assessments.

ENVIRONMENTAL UPGRADE AGREEMENTS

Dungog Shire Council did not enter into any Environmental Upgrade Agreements in 2021/22.



FINANCIAL INFORMATION

FINANCIAL STATEMENTS

The Draft Annual Financial Statements for the year ending 30 June 2022 were provided to Council as a separate agenda item at the Council Ordinary Meeting of 16 November 2022. The endorsed documents will be included in the Annual Report and published to Council's website prior to 30 November 2022 as required by the Local Government Act 1993 and the NSW Government's Integrated Planning and Reporting Guidelines. The Office of Local Government has granted council an extension of time to submit the audited annual financial reports, upon completion of the audit the draft annual financial reports will be replaced with the audited annual financial reports.

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 2018-2021 was endorsed by the Council at its meeting of 17 November 2021 and is provided as a stand-alone document on Council's website www.dungog.nsw.gov.au.



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