

# PART 3

## Delivery Program 2022 - 2026

|                              |    |
|------------------------------|----|
| Our Community                | 33 |
| Our Environment and Planning | 37 |
| Our Economy                  | 41 |
| Our Infrastructure           | 45 |
| Our Leadership               | 49 |





## Our Community

### **Incorporates Council Functions and Activities**

Community Project Officer, Other Community Services, Youth Services, Other Family and Children, Education, Museums, Public Halls, Community Centres, Other Cultural Services, Public Libraries, Local Events and Promotions, Enforcement of Local Government Regulations, Food Control, Companion Animals, Health Administration Inspections.

# Our Community

That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.



## 1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.

- 1.1.1 Continue to develop programs/initiatives to welcome and support new residents into the Shire.
- 1.1.2 Create options for community participation through volunteerism.
- 1.1.3 Acknowledge and celebrate the contribution volunteers make to the Dungog Shire.
- 1.1.4 Raise public awareness of local activities and events that provide a foundation for community building.
- 1.1.5 Develop and initiate opportunities for greater participation of young people in local community activities.
- 1.1.6 Foster the cohesiveness of local community groups.
- 1.1.7 Enhance resident capacity to prepare for and withstand the effects of natural disasters and rapid onset events within the Shire.
- 1.1.8 Foster and support the cultural life of the Shire.
- 1.1.9 Ensure that there are locally available services and facilities to cater for people of all ages.
- 1.1.10 Ensure that community health and safety issues are identified and addressed.
- 1.1.11 Assist community organisations to secure funding and other resources.

| Strategies  | Program Activities  | Actions  | Responsibility  | Performance Indicators   |
|---|---|--|---|--|
| <b>1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.</b> |   |  |   |  |
| <b>1.1.1 Continue to develop programs/ initiatives to welcome and support new residents into the Shire.</b>                             | Meet the Mayor program.   | Establish a yearly programme in consultation with the Mayor.   | Office of the General Manager<br><br>Executive Assistant    | # of engagements<br># of people attending.                     |
| <b>1.1.2 Create options for community participation through volunteerism.</b>   | Ongoing links and networks to existing community groups, including s355 committees. | Provide information, support and links to encourage and maintain participation.<br><b>Partner/s: local NGOs &amp; community organisations.</b> | Office of the General Manager<br>Community Projects Officer | # of engagements<br># of people attending.                     |
|   | Supporting Section 355 Committees.  | Review draft Sec 355 Management Committee Information Package.   | Office of the General Manager<br>Community Projects Officer | Package reviewed and endorsed by Council before 31 March 2023. |
| <b>1.1.3 Acknowledge and celebrate the contribution volunteers make to the Dungog Shire.</b>  | Celebrating Dungog Shire Volunteers.  | Acknowledge the skills and dedication of volunteers and their contribution to the success and sustainability of our Shire.                     | Office of the General Manager<br>Community Projects Officer | Contributions acknowledged .                                   |

| Strategies  | Program Activities         | Actions  | Responsibility  | Performance Indicators   |
|---|----------------------------|--|---|--|
| 1.1.4 Raise public awareness of local activities and events that provide a foundation for community building. | Electronic Communication.  | Use electronic networks to inform and distribute appropriate information to the community (ie: webpage improvements and Facebook).<br><b>Partner/s: Communications.</b>  | Office of the General Manager<br>Communications                                       | Maintain communication networks.                               |
|   | Shire Events.              | Continue to provide support to events across the shire.  | Office of the General Manager<br>Community Project<br>Economic Development<br>Manager | # of meetings attended.<br># of events supported.              |
|   | Community Events.          | Continue to provide support to specific national days/weeks.<br>- Seniors Week<br>- International Disability Day<br>- NAIDOC Week<br>- International Women's Day<br>- Local Government Week<br>- Youth Week<br>- Reconciliation Week | Office of the General Manager<br>Community Projects<br>Officer                        | # events conducted or supported.<br>Grants secured for events. |
|   | Celebrating Australia Day. | Assist the Australia Day Committee in hosting an Australia Day event in Dungog.  | Office of the General Manager<br>Executive Assistant                                  | Australia Day event held.                                      |

| Strategies  | Program Activities   | Actions  | Responsibility   | Performance Indicators  |
|---|--|--|--|---|
| 1.1.5 Develop and initiate opportunities for greater participation of young people in local community activities. | 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.<br><b>Partner/s: Dungog High School, local primary schools, community organisations, Youth Development Officer &amp; Dungog Youth Service.</b> | Office of the General Manager<br>Community Projects Officer  | # of young people involved.<br># of programs/ projects supported. |
|   | Council Advocacy for young people through grant funding.         | Continue to source funding opportunities to support engagement and participation for young people.   | Office of the General Manager<br>Community Projects Officer  | Achievement of additional funds.                                  |
|   | Provision of locally responsive services for people of all ages. | Attendance at networking and advocacy meetings regarding service provision in the Dungog Shire.  | Investigate opportunities, having regard to the needs identified in the Open Space and Recreation plan (once adopted) for provision of youth facilities in Dungog Shire. | Office of the General Manager<br>Community Project Officer        |
|   |  | Opportunities investigated prior to 30 June 2023.  |  |   |
| 1.1.6 Foster the cohesiveness of local community groups.  | Emergency Management.  | Encouraging local groups to work in partnership with Council and each other to achieve community goals.  | Office of the General Manager<br>Community Projects Officer  | # of partnership projects undertaken.                             |

| Strategies   | Program Activities                                     | Actions  | Responsibility   | Performance Indicators   |
|--|--|--|--|--|
| 1.1.7 Enhance resident capacity to prepare for and withstand the effects of natural disasters and rapid onset events within the Shire. | Emergency Management.                                  | Implementation and review of the EMPLAN<br>Partner/s: LEMC<br>Work with state and regional partners on emergency management projects:<br>- Disaster dashboard reviewed for suitability at Dungog | Infrastructure and Assets<br>Executive Manager                             | EMPLAN reviewed and implemented at activated.<br>Disaster dashboard suitability reviewed and implemented if suitable before 31 March 2023.         |
|  | Community preparedness.                                | Engage with the community for disaster preparedness and resilience.  | Infrastructure and Assets  | Engagement opportunities provided.   |
|  | 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.   | Infrastructure and Assets  | Funding applications made where funding is available.  |
| 1.1.8 Foster and support the cultural life of the Shire.   | 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   | Corporate and Customer Services<br>Executive Manager<br>Corporate Services | # of books borrowed.<br># of events conducted by the Library.<br># of times the public access computers are used<br>Customer satisfaction ratings. |
|  | Dungog Shire Cultural Plan.                            | Finalise the Dungog Shire Cultural Plan and identify priority actions and seek grant funding to implement and include in future Operational Plans  | Community Project Officer  | Dungog Shire Cultural Plan finalised.<br>Priority actions included in Operational Plan 2023/24 subject to funding.                                 |
|  | Arts Upper Hunter.                                     | Continue to financially support Arts Upper Hunter to achieve cultural outcomes for Dungog.   | Office of the General Manager  | Councillor representation at AUH Meetings.<br># of events developed for the Dungog LGA.  |



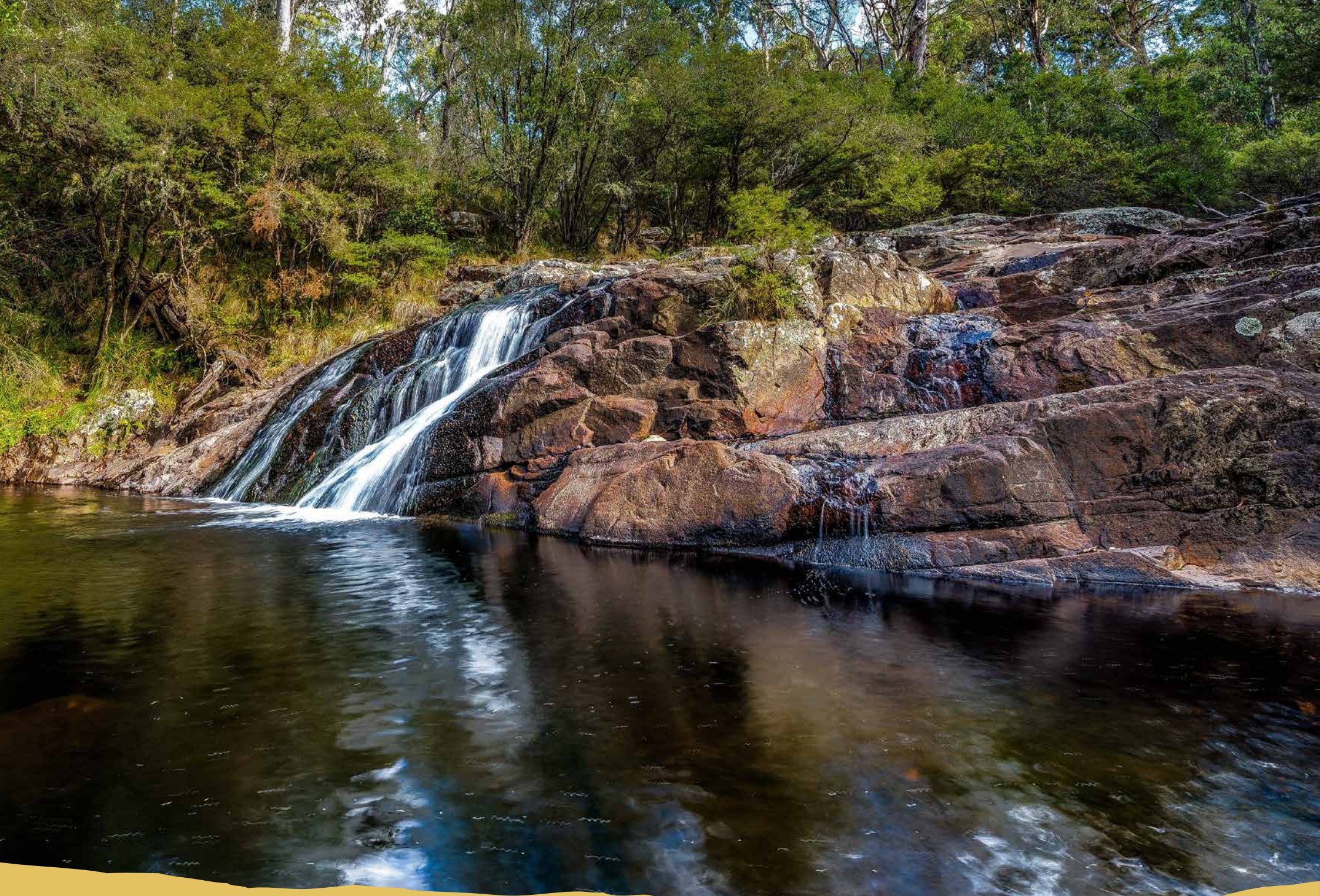
| Strategies   | Program Activities  | Actions  | Responsibility  | Performance Indicators  |
|--|---|--|---|---|
| 1.1.9 Ensure that there are locally available services and facilities to cater for people of all ages. | Management of Council Owned Facilities.                   | Regular inspections of Council owned and managed facilities and development of capital improvement plans where required. | Infrastructure and Assets<br>Executive Manager<br>Infrastructure & Assets | # of facility inspections undertaken by Council staff.<br>Capital improvement plans developed as required.  |
| 1.1.10 Ensure that community health and safety issues are identified and addressed.                    | Dungog Shire Health Forum.                                | Aim to re-establish meetings for the Dungog Shire Health Forum.  | Office of the General Manager<br>Community Project Officer                | Meetings arranged<br>Critical health issues identified and resolved.  |
|  | Dungog Shire Access Committee.                            | Coordination of the Access Committee and identification of access issues.  | Office of the General Manager<br>Community Project Officer                | Meetings held<br>Access issues identified and resolved.   |
|  |   | Review the actions as identified within the Council's Disability Inclusion Action Plan.                                  |   | Annual review of DIAP completed prior to 31 March 2023.   |
|  | Provision of Cemetery Services.                           | Administer Cemetery Services in Councils seven cemeteries.   | Planning and Environment<br>Infrastructure and Assets                     | # of burials Maintenance schedule Implemented including mowing each cemetery a minimum of 8 times per year. |
|  | Food Safety.  | Carry out inspection of all food premises in accordance with risk categories.  | Planning and Environment<br>EHO   | # of inspections conducted p/a<br>% of complying inspections.   |
| Food Hygiene and Health Premises Education   | Educate owners and staff in food outlets on food hygiene. | Planning and Environment<br>EHO  | Usage of Online Training tool – I'm Alert.                                |   |

| Strategies                          | Program Activities                                       | Actions  | Responsibility  | Performance Indicators  |
|-------------------------------------|--|--|---|---|
|                                     | Regional Environmental Health Programs.                  | Participation in Regional Professional forums:<br><ul style="list-style-type: none"> <li>- Environmental Health Network</li> <li>- Septic Tank Advisory Group</li> <li>- Hunter JO Directors Forums</li> <li>- Hunter Central Coast Regional Food Safety Group.</li> </ul> | Planning and Environment<br>Environment Co-ordinator<br>EHO<br>ECO<br>Weeds Officer | # of meetings attended.   |
|                                     | Companion Animals Program.                               | Administer Companion Animals Program, including rehoming services.   | Planning and Environment<br>Environmental Co-ordinator<br>EHO<br>Admin Staff        | # of registrations annually<br># of complaints<br># of Penalties issued<br># of Notices served under the Act<br>#animals rehomed. |
|                                     |  | Provide Companion Animal pound services.<br><b>Partner: Maitland City Council Animal Management Facility.</b>  | Planning and Environment<br>Environment Coordinator                                 | # of animals impounded<br># of animals euthanased<br>Contract with Maitland City Council implemented.                             |
|                                     | Environmental Protection and Compliance Ranger Services. | Follow up complaints/reports and carry out routine programs to educate and enforce legislation relating to:<br><ul style="list-style-type: none"> <li>- School safety zones</li> <li>- Road rules and parking</li> <li>- Environmental matters.</li> </ul>                 | Planning and Environment<br>EHO<br>ECO  | # of school zones monitored<br># of Notices & Penalties issued<br># of complaints.  |
|                                     | Stock Impounding.  | Compliance with NSW Government's Impounding Act.   | Planning and Environment<br>ECO   | # stock impounded.  |
| Remove stock from the road reserve. |  |  | # notices and penalties issued.   |   |

| Strategies | Program Activities   | Actions  | Responsibility                  | Performance Indicators   |
|------------|--|--|---------------------------------|--|
|            | Vehicle impounding   | Compliance with Impounding Act.  | Planning and Environment<br>ECO | # of vehicles impounded.   |
|            |  | Impound abandoned vehicles on Council/public land.   |                                 | Abandoned vehicles removed within legislative timeframes.  |
|            | Approval of activities                                     | Provide Section 68 approvals and inspection service.<br>Review local approvals/orders policies.                            | Planning and Environment        | # of applications<br># of approvals<br># of inspections<br>Local approvals policies reviewed prior to 4 December 2022. |
|            | Swimming Pools and Spa Safety and Public Health Compliance | Implement Councils Barrier Inspection Program in response to the Swimming Pools Act.<br>Compliance with Public Health Act. | Planning and Environment        | Minimum of 150 inspections completed per annum.<br># of certificates issued.   |
|            | Companion Animals Plan                                     | Review Companion Animals Plan.   | Council                         | Plan completed.  |
|            |  | Review provision of lead free areas (link to Opens Space and Recreational Plan outcomes).                                  | Council                         | # of lead free areas in LGA.   |



| Strategies   | Program Activities   | Actions  | Responsibility   | Performance Indicators   |
|--|--|--|--|--|
| 1.1.11 Assist community organisations to secure funding and other resources. | Community Grants.  | Conduct annual community grant education/ information workshop.  | Office of the General Manager<br>Community Project Officer                                 | workshop conducted.<br># of attendees.   |
|  |  | Conduct the 2021 Community Grants (Small) Program.   |  | # of grant applications submitted with the assistance of Council<br>Successful grant applications. |
|  |  | Distribute information about funding.  |  |  |
|  |  | Provide up to date information about grants and other funding opportunities for community organisations.   |  |  |
|  | Work with existing organisations in securing funding for development of their organisations. | Network alerts - Distribute information about funding via local media and electronically.  | Office of the General Manager<br>Community Project Officer<br>Economic Development Manager |  |
|  |  | Information about grants and other funding opportunities as well as Council program and activities distributed through local and regional media as well as electronically. | Office of the General Manager<br>Community Project Officer<br>Economic Development Manager | Information distributed.   |





# Our Environment and Planning

## **Incorporates Council Functions and Activities**

Environmental Protection, Noxious Weeds Control, Insect/Vermin Control, Domestic Waste Management, Other Waste Management Services, Stormwater Management, Town Planning, Building Control, Fire Protection.

# Our Environment & Planning

That we balance the needs of the natural and built environment, by ensuring the natural environment is enhanced and that growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and lifestyle.



## 2.1 The health of our natural environment and biodiversity is preserved and enhanced.

- 2.1.1 Manage public access and use of natural areas to enhance our environmental experience and to preserve and promote ecological values.
- 2.1.2 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.
- 2.1.3 Raise public awareness of the responsibilities of landholders regarding management of land.
- 2.1.4 Involve the community in maintaining and enhancing environmental health.
- 2.1.5 Ensure that Dungog Shire Council's policies and procedures adequately protect and enhance the Shire's natural environment and biodiversity.
- 2.1.6 Ensure that local waterways and riparian areas in the Shire are clean and healthy.
- 2.1.7 Manage and reduce the impact of weeds on the natural environment.
- 2.1.8 Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues in our Shire.

## 2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.

- 2.2.1 Ensure that we plan for adequate land supply to accommodate future expected population growth.
- 2.2.2 Maintain a long term planning approach that caters for diversity and choice in rural and village living.
- 2.2.3 Ensure that our land use planning for the Shire acknowledges the importance of our rural character and agricultural activities.
- 2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced.

## 2.3 We are committed to climate action.

- 2.3.1 We participate in climate change collaboration and partnerships to leverage effort and resources, and are keen to learn from others.
- 2.3.2 We participate in partnerships and seek grant funding to support our aspirations in climate change action.



| Strategies  | Program Activities           | Actions  | Responsibility           | Performance Indicators   |
|---|------------------------------|--|--------------------------|--|
| <b>2.1 The health of our natural environment and biodiversity is preserved and enhanced.</b>  |                              |  |                          |  |
| <b>2.1.1 Manage public access and use of natural areas to enhance our environmental experience and to preserve and promote ecological values.</b>   | Illegal Dumping.             | Promote reporting of illegal dumping to Council.   | Planning and Environment | # of incidents recorded on RIDONLINE.<br># of fines issued.<br>Attendance at RID Squad Meetings. |
|   |                              | Support regional Illegal Dumping Squad membership and use of RIDONLINE.  |                          |  |
|   | Pilchers Reserve.            | Implement priority actions from the Pilcher's reserve Plan of Management subject to available funding.<br>Review Pilcher's Reserve Plan of Management. | Planning and Environment | Package reviewed and endorsed by Council before 31 March 2023.                                   |
| <b>2.1.2 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.</b> | Waste and resource recovery. | Improve recycling, community engagement and reduce waste generation.   | Planning and Environment | Completion of projects contained in the action table approved by EPA.                            |
|   |                              | Refinement of soft plastics program.   |                          |  |
|   |                              | Completion of local litter audit.  |                          |  |
|   |                              | Continue subsidised mattress collection.   |                          |  |
|   | Waste Collection Services.   | Waste diversion initiatives at the Waste Management Facility and through other Council waste diversion programs and kerbside recycling service.        | Planning and Environment | Initiatives aimed at meeting EPA waste diversion targets.  |

| Strategies | Program Activities | Actions   | Responsibility           | Performance Indicators   |
|------------|--------------------|---|--------------------------|--|
|            |                    | Provide kerbside collection of recyclables (Yellow bins).   | Planning and Environment | Tonnes of Recyclables collected.   |
|            |                    | Implement waste Diversion Programs at the Waste Management Facility.                                |                          | Tonnes of waste diverted<br>Actively participate in Circular Economy initiatives including collaboration with Hunter JO.     |
|            |                    | Pursue additional waste diversion options in accordance with markets and technological feasibility. |                          | # of new waste diversion options provided.   |
|            |                    | Actively pursue programs that promote and educate the community in regard to waste minimisation.    | Planning and Environment | # of programs initiated.   |
|            |                    | Provide waste collection service (Red bins).  |                          | Contractors compliance with collection contract requirements<br># of complaints regarding domestic waste collection service. |
|            |                    | Collection of bulky goods.  | Planning and Environment | Annual pick-up provided.   |

| Strategies  | Program Activities   | Actions  | Responsibility   | Performance Indicators  |
|---|--|--|--|---|
| <p><b>2.1.3 Raise public awareness of the responsibilities of landholders regarding management of land.</b></p> | <p>Support Local Land Services.</p>  | <p>Participate and partner with LLS on local projects.<br/><b>Partner/s: Hunter Local Land Services.</b></p>   | <p>Planning and Environment</p>  | <p># projects facilitated in LGA of which Council is involved as partner or other capacity.<br/>Grant funding for LLS programs received within LGA.</p> |
|   | <p>Regional Weed Action Plan.</p>  | <p>Inspect all high risk pathways as identified in the Regional Weeds Strategy.</p>  | <p>Planning and Environment<br/>Manager Environmental Services<br/>Mayor &amp; Councillors</p> | <p>High risk pathways inspected.</p>  |
|   |  | <p>Property inspections for new weed incursions.</p>   |  | <p>Complete minimum of 200 property inspections per annum (weather dependent).</p>  |
|   |  | <p>Provision of information in relation to weeds through inspection program, phone enquiries and Council's website.</p>                              |  | <p># of recorded interactions with land holders where educational messages are provided.</p>  |
|   |  | <p>Maintain email database of property owners, stock agents, carriers and agencies to communicate Council activities and weed management advice.</p> |  | <p>Stakeholder data base updated as new information received.<br/># of times database utilised to distribute information.</p>                           |
|   | <p>Convene Local Weeds Committee<br/><b>Partner/s: Regional Weeds Strategy Group, HLLS, DPI.</b></p> | <p># of Committee activity/ programs per annum.</p>  |  |   |

| Strategies  | Program Activities                          | Actions   | Responsibility  | Performance Indicators   |
|---|---|---|---|--|
|   | Public field days and information sessions. | Facilitate and partner field days with the LLS and other relevant authorities<br>Partner/s: HCRCMA, NSW Agriculture.                      | Planning and Environment                                    | # of public information sessions provided with Council involvement.<br># of attendees.       |
| <b>2.1.4 Involve the community in maintaining and enhancing environmental health.</b> | On Site Sewage Management.                  | Review Council's On-site Sewage Management Strategy and Policies.   | Planning and Environment                                    | On-site Sewage Management Policies are reviewed and updated where required by 31 March 2022. |
|   |   | Ongoing information service and inspection of onsite sewage management systems across the Shire.  |   | Minimum of 150 inspections per annum.  |
|   |   | Ensure new OSMS are designed, installed and maintained in accordance with Council's Policy and the OSMS Development Assessment Framework. |   | # new systems approved.  |
|   | National Tree Day.                          | Provide native trees to community to commemorate National Tree Day.   | Office of the General Manager<br>Community Projects Officer | # of trees distributed as part of National Tree Day.   |
|   | Clean Up Australia Day.                     | Facilitate community group involvement.   | Office of the General Manager<br>Community Projects Officer | # of Groups involved in CUAD.<br>Amount of waste collected.                                  |

| Strategies  | Program Activities                          | Actions  | Responsibility  | Performance Indicators   |
|---|---|--|---|--|
| 2.1.5 Ensure that Dungog Shire Council's policies and procedures adequately protect and enhance the Shire's natural environment and biodiversity. | 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.  | Planning and Environment  | # of Environmental Factors (REF's) for civil works peer reviewed.  |
|   | Waste Management Facility Operation.        | Provide an economic and environmentally sustainable Waste Management Facility.<br>Finalise review of the Waste Strategy.   | Planning and Environment  | Facility operating cost per annum<br>Percentage of waste to landfill.<br>Waste Strategy review completed by 30 June 2023.  |
|   | Noxious Weed Program.                       | Control weeds on public land and within Councils road corridor.  | Planning and Environment  | Kilometres of roadside treated.  |
|   | 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.<br><b>Partner/s: Hunter Water Corporation.</b> | Planning and Environment  | # of meetings held or representations made to HWC and other agencies to progress sewer service provision in village areas. |
|   | Clarence Town Sewer.                        | Enforce sewer connection in Clarence Town.   | Planning and Environment<br>Environmental Health Officer<br>HWC | # of premises not connected to available sewer services.   |

| Strategies  | Program Activities                | Actions   | Responsibility           | Performance Indicators   |
|---|-----------------------------------|---|--------------------------|--|
|   | Environmental Grants.             | Apply for grants and carry out work on local projects.<br><b>Partner/s: Hunter LLS.</b>   | Planning and Environment | # of grants.<br>Amount of Grant money received.  |
|   |                                   | Implementation of the Flying Fox Management Plan.   |                          | # of actions of the Management Plan addressed.   |
| <b>2.1.6 Ensure that local waterways and riparian areas in the Shire are clean and healthy.</b> | Grant Funding.                    | Partner LLS in local riparian projects<br><b>Partner/s: Local Land Services.</b>  | Planning and Environment | # of projects completed.   |
|   | 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. | Planning and Environment | Engagement with the NSW Government and progress on managing the sustainability of the Williams River and Seaham Weir Pool. |
| <b>2.1.7 Manage and reduce the impact of weeds on the natural environment.</b>                  | Public Education.                 | Support information stand at Tocal Field Days.  | Planning and Environment | Tocal Field Days supported through attendance by Biosecurity Weed Management Officer.                                      |
|   | Roadside Weeds Treatment Program. | Continue a program for management of roadside weeds.  | Planning and Environment | Length of roadsides treated.   |

| Strategies   | Program Activities  | Actions   | Responsibility                  | Performance Indicators  |
|--|---|---|---------------------------------|---|
| <p><b>2.1.8 Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues in our Shire.</b></p> | <p>Hunter &amp; Central Coast Regional Environmental Management Strategy.</p> | <p>Advocacy role at a regional level with State and Federal Agencies.</p>   | <p>Planning and Environment</p> | <p># of advocacy events with government agencies in conjunction with Hunter JO.</p> |
|  | <p>Underground Petroleum Storage Systems.</p>                                 | <p>Provide advice to local operators of UPSS and provide an appropriate regulatory response as the responsible Authority under the UPSS Regulation.</p> | <p>Planning and Environment</p> | <p># Audit program prepared and implemented.</p>                                    |
|  |   | <p>Audit of all premises completed and level of compliance known.</p>   |                                 |   |
| <p>Audit Improvement programs in place.</p>  |   |   |                                 |   |

| Strategies  | Program Activities  | Actions   | Responsibility                              | Performance Indicators   |
|---|---|---|---|--|
| <b>2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.</b> |   |   |   |  |
| <b>2.2.1 Ensure that we plan for adequate land supply to accommodate future expected population growth.</b>   | 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.   | Planning and Environment Strategic Planning | Development of DCP or Council Policy.  |
|   |   | Progress planning proposals received in accordance with NSW Government requirements.  |   | Dungog Local Environmental Plan 2014 is amended where supported by Council and the NSW Government to provide for additional land supply. |
|   | Urban consolidation and expansion.  | Work with appropriate agencies to identify potential lands for future expansion of urban areas within the Shire.<br><b>Partner/s: Office of Environment &amp; Heritage.</b>                                 | Planning and Environment Strategic Planner  | Review of the Dungog Local Environmental Plan 2014 following finalisation of the Rural Lands Strategy.                                   |
|   | Improve and strengthen Council's relationship with the Development industry and other stakeholders. | Implement the priority actions from the Planning Review.  | Planning and Environment                    | Priority actions implemented.  |
|   |   | Engagement and dialogue with neighbouring Councils interested in facilitating shared services/resources to reduce costs and improve efficiencies in service delivery, particularly in Development Services. |   | Neighbouring Councils engaged and shared services undertaken.  |



| Strategies | Program Activities   | Actions  | Responsibility                                 | Performance Indicators   |
|------------|--|--|--|--|
|            | An effective Development Contributions Framework.                              | Review Council's Local Infrastructure Contributions Plan to meet updated legislative changes.  | Planning and Environment<br>Strategic Planning | Development Contributions Plans reflect updated legislation.   |
|            | Fire Safety Program.   | Implement an ongoing fire safety program within available resourcing.  | Planning and Environment                       | # increase in the number of buildings included in the program.<br># of fire safety certificates received.  |
|            | Flood Plain Management Program.  | Apply for ongoing grant funding from OEH to deliver the Dungog Flood Plain Management Plans.   | Planning and Environment                       | Grant applications lodged for priority actions.  |
|            | Provide a competitive and efficient building certification service.            | Construction Certificates and Complying Development Certificates are processed and issued in a professional and diligent manner to maintain or improve market share. | Planning and Environment                       | # of Construction Certificates and Complying Development Certificates being issued by Council.   |
|            |  | Greater promotion regarding Council's Building Services through the website.   |  | % of market share maintained or increased.   |
|            | Provide an effective and efficient Development Application Assessment Service. | Development applications and modifications processed within statutory timeframes.<br>Customer focussed service provided.   | Planning and Environment                       | Satisfaction survey results.<br># DA's determined Mean and median processing times are within Group 10 benchmarks.<br>Planning Review actions implemented. |

| Strategies  | Program Activities  | Actions   | Responsibility                              | Performance Indicators  |
|---|---|---|---|---|
| 2.2.2 Maintain a long term planning approach that caters for diversity and choice in rural and village living.                        | Strategic Planning.   | Finalise the preparation of the Shire Wide Rural Land Strategy.   | Planning and Environment Strategic Planner  | Rural Lands Strategy consultation and public exhibition completed and finalised for adoption by Council.  |
|   |   | Continue preparation of the Clarence Town Structure Plan (subject to grant funding assistance).   |   | Grant funding received. Preparation to continue within available resourcing.                              |
|   |   | Undertake review of Dungog Local Environmental Plan 2014 with regard to land use planning and sustainable growth.   |   | LEP review commenced by Council.  |
| 2.2.3 Ensure that our land use planning for the Shire acknowledges the importance of our rural character and agricultural activities. | Processing of Development Applications to ensure the ongoing environmental sustainability of the LGA. | Assess Development Applications in accordance with Council's Planning Framework and Environmental Planning and Assessment legislative requirements.   | Planning and Environment                    | New approved development does not compromise the viability of existing rural and agricultural activities. |
|   | Facilitation of 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.<br><b>Partners: Dungog Regional Tourism, Economic Development.</b> | Planning and Environment Strategic Planning | Tourism chapter of Dungog DCP developed in consultation with community and local businesses.              |
|   | Illegal and Unauthorised Development.   | Provide a compliance service program which considers contemporary approaches, including education and enforcement, to achieve compliance.   | Planning and Environment                    | Compliance Policy prepared by 31 March 2023.<br># matters investigated.                                   |

| Strategies  | Program Activities  | Actions   | Responsibility  | Performance Indicators  |
|---|---|---|---|---|
| 2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced | Heritage Advisory Service.  | Development assessment processes consider heritage impacts where relevant.  | Planning and Environment  | # of community members using the Service and improvement in heritage related development outcomes for buildings and places. |
|   | Increased local heritage awareness of indigenous Australians in Dungog Shire. | Seek grant funding to engage with local indigenous people and the relevant Land Councils for information on their history within the Dungog Shire.<br><b>Partner/s: Local indigenous peoples and relevant Local Aboriginal Land Councils.</b> | Office of the General Manager<br>Community Projects                       | Greater understanding and documentation of the role of indigenous Australians in the history of the Dungog LGA.             |
|   | Town Revitalisation   | Work towards beautification of local towns and villages and fostering sense of community pride.   | Infrastructure and Assets<br>Executive Manager<br>Infrastructure & Assets | Works undertaken that improve the amenity of towns and villages by Council or community organisations.                      |

| Strategies  | Program Activities   | Actions  | Responsibility  | Performance Indicators  |
|---|--|--|---|---|
| <b>2.3 We are committed to climate action.</b>  |  |  |   |   |
| <b>2.3.1 We participate in climate change collaboration and partnerships to leverage effort and resources, and are keen to learn from others.</b> | Regional Collaboration through the Hunter Joint Organisation.  | Work with the HJO and other regional Council on joint projects within available resourcing.  | Planning and Environment<br>Infrastructure and Assets | Participation in regional programs subject to grant funding.                        |
| <b>2.3.2 We participate in partnerships and seek grant funding to support our aspirations in climate change action.</b>                           | Cities Power Partnership – progress implementation of 5 endorsed pledges:  |  |   |   |
|   | 1. Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles. | Review of fleet management policy to include emissions.  | Infrastructure and Assets<br>Planning and Environment | Fleet policy review incorporates emissions requirements. Complete by 30 April 2023. |
|   | 2. Actively participate in the development of a regional electric vehicle strategy.  | Council participates in development of regional electric vehicle strategy and opportunities explored for EV charging locations in partnership with providers and grant funding bodies. | Planning and Environment                              | EV charging opportunities and partnerships progressed.                              |
|   | 3. Install renewable energy (solar PV and battery storage) on Council buildings.   | Finalise feasibility plan to improve solar energy on council assets.   | Planning and Environment                              | Solar feasibility plan finalised by 31 March 2023.                                  |

| Strategies | Program Activities   | Actions   | Responsibility  | Performance Indicators  |
|------------|--|---|---|---|
|            | 4. Support cycling through provision of adequate cycle lanes, bike parking and end of ride facilities. | Cycle lanes are considered in design of roadworks where funding is available. | Infrastructure and Assets<br>Planning and Environment | Cycling, bike parking and end of ride facility opportunities pursued within available funding and in accordance with priorities of the Council's Open Space and recreation Priorities and reviewed Bike Plan(once adopted by Council) |
|            | 5. Roll out energy efficient lighting across the Shire.  | Continue to progress roll out of energy efficient street lighting.            | Infrastructure and Assets<br>Planning and Environment | Progress made in roll out of energy efficient street lighting.  |





# Our Economy

**Incorporates Council Functions and Activities**

Visitor Information Services, Economic Development, Real Estate Development.



# Our Economy

That we ensure our economy is strong, creative, innovative and sustainable and provides us with jobs, business and creative opportunities and easy access to goods and services.



## 3.1 That we ensure our economy is strong, creative, innovative and sustainable and provides us with jobs, business and creative opportunities and easy access to goods and services.

- 3.1.1 Ensure that economic growth and expansion across the Shire is supported by improvement of local public and private infrastructure.
- 3.1.2 Ensure we plan for the availability of land to facilitate commercial and industrial growth.
- 3.1.3 Review the provision of improved camping and caravan facilities throughout the Shire.
- 3.1.4 Ensure that appropriate public and private sector agencies and businesses work co-operatively to strengthen and expand the Shire's economic base.
- 3.1.5 Promote the Shire as a good location for the establishment of innovative, small to medium scale, sustainable businesses.
- 3.1.6 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.
- 3.1.7 Work with Dungog Regional Tourism to develop a strategic approach to growing visitor numbers across the Shire.
- 3.1.8 Implement the actions stemming from the Dungog Shire Economic Development Plan.
- 3.1.9 Develop a unique brand, identity and value proposition for the Dungog Shire to promote local economic growth and tourism development.
- 3.1.10 Improve the availability of telecommunications infrastructure to our communities and visitors.



| Strategies  | Program Activities                                 | Actions  | Responsibility  | Performance Indicators   |
|---|--|--|---|--|
| <b>3.1 That we ensure our economy is strong, creative, innovative and sustainable and provides us with jobs, business and creative opportunities and easy access to goods and services.</b> |  |  |   |  |
| <b>3.1.1 Ensure that economic growth and expansion across the Shire is supported by improvement of local public and private infrastructure.</b>   | 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.  | Office of the General Manager<br>Economic Development Manager | Effective representation is made for the retention of direct rail services.<br>Advantageous changes made to timetable. |
|   | Develop and implement a Strategic Property Review. | Implement a Strategic Property Program to: <ul style="list-style-type: none"> <li>- effectively manage council's property portfolio with a view to sustainable financial returns to the Council.</li> <li>- Identify potential development/ acquisition opportunities for Council</li> <li>- provide a strong governance framework adopted by the Council to provide transparency and confidence in management of property matters.</li> </ul> | Office of the General Manager<br>Economic Development Manager | Strategic Property Program.<br>Updates provided at least quarterly.<br>Evidence of sustainable financial returns.      |
|   | Real Estate Development.                           | Continue to work on the next stage of the Melbee residential subdivision.  | Office of the General Manager<br>Economic Development Manager | Melbee residential subdivision progression.  |

| Strategies  | Program Activities                               | Actions   | Responsibility   | Performance Indicators   |
|---|--|---|--|--|
| 3.1.2 Ensure we plan for the availability of land to facilitate commercial and industrial growth.   | Land Development                                 | Continue to develop availability of Council owned industrial land.  | Economic Development Manager   | # of lots sold.  |
|   | Development of commercial and industrial sites   | Work with our regional Council and NSW Government partners to prepare and deliver an Employment Lands Study which includes Dungog Shire.  | Planning and Environment   | Participation on the joint approach to a regional employment lands study. Draft employment lands study prepared. |
|   |  | Conduct a review of all Council's operational land holdings with a view to it informing a development prospectus.   |  | Draft prospectus prepared and available to development community.  |
| 3.1.3 Review the provision of improved camping and caravan facilities throughout the Shire.   | Management of Williams River Holiday Park (WRHP) | Ensure the lawful and safe provision of camping and caravanning at the WRHP.  | Economic Development Manager   | Compliance with Section 68 Certificate and Crown Lands Occupancy rate of the Park - quarterly figure.            |
|   |  | Investigate Wharf Reserve, Clarence Town for potential primitive camping and improvements.  |  | # complaints from Park users - quarterly figures.  |
| 3.1.4 Ensure that appropriate public and private sector agencies and businesses work co-operatively to strengthen and expand the Shire's economic base. | 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.   | Office of the General Manager<br>Economic Development Manager                      | Value of grant monies received.<br>Number of grant applications.   |
|   | Economic Diversification                         | Facilitate opportunities for new and innovative businesses in the Shire.<br>Encourage a diversity of agricultural enterprises throughout the Shire.<br><b>Partner/s: Tocal College, DPI, LLS.</b> | Office of the General Manager<br>Economic Development Manager<br>Strategic Planner | Regularly update Council on opportunities for new and innovative businesses to set up in the Shire.              |

| Strategies   | Program Activities  | Actions   | Responsibility   | Performance Indicators  |
|--|---|---|--|---|
| 3.1.5 Promote the Shire as a good location for the establishment of innovative, small to medium scale, sustainable businesses.   | 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.   | Office of the General Manager<br>Economic Development Manager<br>Strategic Planner | # of business start ups in the Shire.<br>Population growth is monitored.  |
|  | Local Business Development.   | Develop regular business and tourism ebulletins.  | Economic Development Manager   | # of bulletins produced.  |
| 3.1.6 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. | 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.  | Office of the General Manager<br>Economic Development Manager                      | \$ value of grant monies received.  |
|  | Local Business Development.   | Support the Dungog & District Chamber of Commerce to develop programmes which reward and encourage local purchasing (Buy Local – Sell Local campaign).  | Office of the General Manager<br>Economic Development Manager                      | Regularly report to Council on opportunities and results linked to the Buy Local/Sell Local campaigns.  |
| 3.1.7 Work with Dungog Regional Tourism to develop a strategic approach to growing visitor numbers across the Shire.   | 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. | Office of the General Manager<br>Economic Development Manager                      | Economic contribution data sourced from Destination NSW and other agencies.<br>In kind collaborative actions identified and progressed subject to available funding Signage strategy preliminary review progressed. |

| Strategies | Program Activities                   | Actions   | Responsibility  | Performance Indicators   |
|------------|--------------------------------------|---|---|--|
|            | Visitor Information Centre.          | Review the VIC operations and performance delivery for the benefit of visitors and local residents.   | Office of the General Manager<br>Economic Development Manager | Feedback from VIC users<br>Review completed and reported back to Council.  |
|            | 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. | Office of the General Manager<br>Economic Development Manager | Development of partnerships and identification of opportunities.   |
|            | Develop new Tourism Product.         | Work with existing, new and proposed businesses to facilitate the development of new accommodation, attractions, events and other support infrastructure.<br><b>Partner/s: Dungog Regional Tourism Board.</b>                             | Economic Development Manager                                  | # of visitors to Dungog Shire*<br># accommodation options establish*<br>*may rely on external data from DRT or DSSN. |
|            | Promotion of events in Dungog Shire. | Review and improve Council's web based and social media tourism information regarding Dungog Shire events.<br><b>Partner/s: Shire Events Inc.</b>   | Economic Development Manager                                  | Access to accurate and comprehensive web based visitor information about Dungog Shire.                               |
|            |                                      | Work with event organisers to expand the attendance at their event.   |   | # of visitors to Dungog Shire.   |
|            |                                      | Deliver an Events Management Workshop for not-for-profit organisations and volunteers.  | Office of the General Manager<br>Economic Development Manager | Expenditure of grant for Events.<br>Workshop and participant satisfaction.   |

| Strategies   | Program Activities              | Actions  | Responsibility  | Performance Indicators  |
|--|---------------------------------|--|---|---|
| <b>3.1.8 Implement the actions stemming from the Dungog Shire Economic Development Plan</b>  | Economic Development Plan.      | Work hand-in-hand with businesses, the community and governments to implement Dungog Shire's five-year Economic Development plans and strategies.    | Office of the General Manager<br>Economic Development Manager | The development or update of Dungog Shire's five-year Plan.<br>The delivery of an annual list of priority actions stemming from this Plan.<br>Results reported annually to Council.<br>Percentage of actions implemented. |
| <b>3.1.9 Develop a unique brand, identity and value proposition for the Dungog Shire to promote local economic growth and tourism development.</b> | Local Area Promotion.           | Maintain media presence and attend trade shows, expo's and other events to promote local area.   | Economic Development Manager                                  | Presence on Dungog Radio, Dungog Chronicle and other regional media.<br># of events attended/involved in.   |
| <b>3.1.10 Improve the availability of telecommunications infrastructure to our communities and visitors.</b>                                       | 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. | Office fo the General Manager<br>Economic Development Manager | Actions reflected in Council's Advocacy Agenda.<br>Increased coverage achieved/commitments made.  |





# Our Infrastructure

## **Incorporates Council Functions and Activities**

Urban Roads, Sealed Rural Roads, Unsealed Rural Roads, Regional Roads, Bridges, Footpaths, Stormwater, Parking Areas, Street Lighting, Bushfire Service, Emergency Services, Road Safety, Street Cleaning, Quarries., Public Halls, Swimming Pools, Sporting Grounds, Parks & Gardens, Caravan Parks, Camping Areas, Other Sport & Recreation.



# Our Infrastructure

That we aim to provide safe, functional, accessible, resilient and well maintained infrastructure, services and transport networks and that we all have access to a range of activities and facilities that cater for our sporting and recreational needs.



## 4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.

- 4.1.1 Improve the safety and functionality of our road network.
- 4.1.2 Ensure a local police presence throughout the Shire.
- 4.1.3 Ensure that our communities have access to quality educational institutions and health and social services/facilities.
- 4.1.4 Ensure our local bridge network is safe and able to accommodate heavy vehicle load requirements.
- 4.1.5 Improve the provision of transport services to communities within the Shire.
- 4.1.6 Ensure that community assets, facilities and public infrastructure are planned for, maintained and improved to a reasonable standard.
- 4.1.7 Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population.

## 4.2 That the Community has access to a range of places, activities and facilities which cater for diverse sporting and recreational interests.

- 4.2.1 Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community.
- 4.2.2 Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors.
- 4.2.3 Encourage and support a diversity of sporting and recreational activities throughout the Shire.
- 4.2.4 Ensure that appropriate access to public land is maintained.
- 4.2.5 Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for.



| Strategies  | Program Activities                      | Actions   | Responsibility  | Performance Indicators  |
|---|---|---|---|---|
| <b>4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.</b> |   |   |   |   |
| <b>4.1.1 Improve the safety and functionality of our road network.</b>  | Council Advocacy.                       | Work with State and Federal Governments for the appropriate allocation of funding for local road improvements and maintenance.<br>Work with the State Government on the process of road re-classification.<br>Apply for relevant grants for road improvements (ie: Black Spot Funding). | Mayor<br>Office of the General Manager<br>Infrastructure and Assets         | Appropriate levels of funds secured for road upgrades.<br>Dungog Shire Council prioritized in the State Government road reclassification process. |
|   | Road Asset Management Policy and Plans. | Review and update Council's Road Asset Management Policy and Plans to prepare for review of Resourcing Strategy in time for IPR cycle for the next election and review of the CSP.<br>Note; this will be a review which extends over 2022/23 to 2023/24.                                | Infrastructure and Assets<br>Assets and Facilities<br>Manager               | Review commenced 2022/23 for completion in 2023/24 in accordance with IPR and Asset Management Standards.   |
|   | Unsealed Rural Road Network Review.     | Review the Unsealed Road Network to provide improved equity for residents.<br>Review carried out in 2022/23 for implementation in 2023/24.  | Infrastructure and Assets<br>Assets and Facilities<br>Manager               | Unsealed Rural Road Network is reviewed by 30 June 2023.  |
|   | Funding.                                | Continue to submit bids for funding through State and Federal Grants for the road network.  | Infrastructure and Assets<br>Executive Manager<br>Infrastructure and Assets | Bids are submitted where available.   |
|   | Road Safety.                            | Identify resources to undertake future road safety audits across the Shire.   | Infrastructure and Assets<br>Assets and Facilities<br>Manager               | Resourcing requirements identified.   |

| Strategies   | Program Activities  | Actions  | Responsibility   | Performance Indicators   |
|--|---|--|--|--|
| 4.1.2 Ensure a local police presence throughout the Shire.   | Work with Local NSW Police Service via Local Networks and Programs. | Participate in Community Safety Precinct Committees.   | Office of the General Manager  | Attendance at quarterly meetings.  |
|  |   | Major event notification to ensure awareness of Local Area Commands for potential increased resource demands.<br><b>Partner/s: NSW Police.</b> | Council & community representatives.<br>- Council, OLGR and Licensees. | Decrease in the # of alcohol related incidents at events.  |
|  | Lobbying for greater police presence in our Shire.                  | Ongoing communications to the Local Member and Minister for Police in relation to Police numbers.<br><b>Partner/s: NSW Police.</b>             | Office of the General Manager<br>Mayor                                 | Increased local Police numbers within the Shire.   |
| 4.1.3 Ensure that our communities have access to quality educational institutions and health and social services/facilities. | Health and Social Services.   | Host quarterly Health Forums with HNEH and NGO's.  | Office of the General Manager  | Health Forums conducted.   |
|  |   | Support development of suitable promotional material that reflects local needs.  | Community Projects Officer.  | Promotional material disseminated through community.   |
|  |   | Provide information through Council's website.   |  |  |
|  |   | Participation in the Hunter New England Health Local Health Committee (Dungog Branch)<br><b>Partners: HNEH.</b>                                |  | Attendance at Committee meetings.<br>Advocacy/support for availability of health services within the Dungog Shire.<br>Community awareness of available health and social services. |

| Strategies   | Program Activities      | Actions  | Responsibility  | Performance Indicators   |
|--|-------------------------|--|---|--|
| 4.1.4 Ensure our local bridge network is safe and able to accommodate heavy vehicle load requirements. | Bridge Assessments.     | Undertake Bridge inspections on a regular basis.   | Infrastructure and Assets   | All bridges are inspected once per annum.<br>Load restrictions implemented where required.             |
|  |                         | Continue the process for the construction of the new concrete bridge adjacent to the Brig O'Johnston Bridge in Clarence Town.    | Infrastructure and Assets<br>Executive Manager<br>Infrastructure & Assets | Tenders called for Design and Construction of the new bridge including necessary government approvals. |
|  | Timber Bridge Upgrades. | Implementation of Council's Timber Bridge replacement program.   | Executive Manager<br>Infrastructure & Assets                              | # of timber bridges upgraded or replaced to meet current load standards.                               |
|  | Funding.                | Grants are applied for from both State and Federal Government.<br>Advocate for funding to replace Suspension Bridge at Gresford. | Executive Manager<br>Infrastructure & Assets                              | # of grant applications made.<br>Suspension bridge, Gresford included in advocacy.                     |
|  |                         | Council engages with the State and Federal Governments for improved funding for bridge replacement.                              | Office of the General<br>Manager<br>Mayor                                 | The Council lobbies both State and Federal Government for improved funding for bridge replacement.     |

| Strategies  | Program Activities                            | Actions  | Responsibility   | Performance Indicators  |
|---|---|--|--|---|
| 4.1.5 Improve the provision of transport services to communities within the Shire.  | Rail Services.                                | Lobby State Government to ensure that local passenger rail services are maintained and improved. | Mayor<br>Office of the General Manager                             | Access to rail services is retained.  |
|   |   | Lobby State Government for improved accessibility at local stations.                             |  | Station upgrades are undertaken.  |
| 4.1.6 Ensure that community assets, facilities and public infrastructure are planned for, maintained and improved to a reasonable standard. | Water/Sewer.                                  | Ongoing participation with the Hunter Water Community Consultative Committee.                    | Office of the General Manager<br>Councillor representative (Mayor) | Attendance at meetings.   |
|   | Unsealed Road Grading.                        | Maintenance grading works as per Council's adopted programme.                                    | Infrastructure and Assets Works Manager                            | % of programme completed.   |
|   | Rural Local Sealed Roads Shoulder Grading.    | Shoulder grading undertaken as required.   |  | Minimum 5% by length of Rural Local Sealed Roads are shoulder graded.           |
|   | Rural Regional Roads Shoulder Grading.        | Shoulder grading undertaken as required.   |  | Minimum 7.5% by length of Rural Regional Sealed Roads are shoulder graded.      |
|   | Rural Local Sealed Roads – Roadside Slashing. | Slashing undertaken on rolling programme.  |  | All sealed Rural Local Roads slashed twice per annum or as seasonally required. |
|   | Rural Regional Roads – Roadside Slashing.     | Slashing undertaken on rolling programme.  |  | All Regional Roads slashed three times per annum or as seasonally required.     |

| Strategies | Program Activities                     | Actions   | Responsibility                          | Performance Indicators   |
|------------|--|---|---|--|
|            | Construction and Rehabilitation Works. | Council carries out annual construction and rehabilitation programme.                   | Infrastructure and Assets Works Manager | % of annual rehabilitation and construction funding spent.     |
|            |  | Council carries out rehabilitation projects funded by the Special Rate Variation funds. |   | % of projects completed.                                       |
|            | Rural Local Sealed Roads - Resealing.  | Resealing undertaken as per Council's programme.  |   | Minimum 3% by length of Rural Local Sealed Roads are Resealed. |
|            | Regional Roads – Resealing.            | Resealing undertaken as per Council's programme.  |   | Minimum 3% by length of Rural Regional Roads are resealed.     |
|            | Urban Local Sealed Roads – Resealing.  | Resealing undertaken as per Council's programme.  |   | Minimum 3% by length of Rural Local Sealed Roads are resealed. |
|            | Concrete Footpath Inspections.         | Inspections carried in accordance with Council's inspection programme.                  |   | # inspections undertaken.                                      |
|            | Public Toilet Inspection and Cleaning. | Public toilets maintained to a satisfactory standard.                                   |   | Undertaken a minimum of twice per week.                        |
|            | Street and Gutter Clean.               | Street and gutter clean maintained to a satisfactory standard.                          |   | Undertaken twice per week in Dungog.                           |
|            | Guardrail.                             | Guardmesh is replaced as funding allows – generally as part of rehabilitation works.    |   | Length of guardmesh replaced.                                  |

| Strategies  | Program Activities                            | Actions   | Responsibility   | Performance Indicators  |
|---|---|---|--|---|
| 4.1.7 Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population. | Emergency Management.                         | Continuous review and implementation of EMPLAN.   | Infrastructure and Assets<br>Executive Manager<br>Infrastructure & Assets (LEMO) | EMPLAN Implemented.   |
|   | Emergency Services.                           | Ongoing liaison with local RFS and SES volunteers regarding resourcing requirements.                      | Infrastructure and Assets<br>Executive Manager<br>Infrastructure & Assets (LEMO) | Local organisations adequately equipped to meet required service levels.  |
|   | Sewerage Services.                            | Continue to advocate for the provision of reticulated sewerage to the villages of Paterson/Vacy/Gresford. | Planning and Environment   | Actions taken to promote acknowledgement and recognition within the Hunter Water long term Capital Works Program. |
|   | Aged accommodation.                           | Maintain Alison Court units to the required standard in accordance with budget.                           | Infrastructure & Assets<br>Executive Manager<br>Infrastructure & Assets          | % of maintenance budget expended.<br># of facility inspections undertaken.  |
|   | Fire Safety of Council Assets and Facilities. | Complete a fire safety audit of Council owned buildings relevant to land use.                             | Executive Manager<br>Infrastructure & Assets                                     | Audit complete.   |

| Strategies  | Program Activities       | Actions   | Responsibility  | Performance Indicators   |
|---|--------------------------|---|---|--|
| <b>4.2 That the Community has access to a range of places, activities and facilities which cater for diverse sporting and recreational interests.</b> |                          |   |   |  |
| <b>4.2.1 Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community.</b>                           | Asset Management.        | Continuous review and implement Council's Parks and Recreation Asset Management Plan.   | Infrastructure and Assets<br>Executive Manager<br>Infrastructure & Assets | Asset Management Plans are reviewed & implemented.   |
|   | Sporting Grounds.        | Support Council's s355 Management Committees.   | Infrastructure and Assets<br>Executive Manager<br>Infrastructure & Assets | Management Committees regularly report to Council.   |
|   | Plans of Management.     | Ensure Council's Parks and Recreation Plans of Management are developed and reviewed to reflect current issues, community needs and Crown Land Management requirements.   | Executive Manager<br>Infrastructure & Assets                              | # Plans of Management implemented and reviewed.  |
|   | Infrastructure Planning. | Finalise the Open Space and Recreation Strategic plan (incorporating the Bike Plan review and Dungog Common)<br>Future priorities from the Plan will inform future delivery program/ operational plan subject to funding. | Infrastructure and Assets<br>Economic Development<br>Manager              | Plan finalised and endorsed by Council<br>Operational Plan 2023/24 to reflect priorities actions from the plan subject to available funding. |
|   |                          | The commitment to plan and budget properly in advance for built and natural shade in public spaces is considered in all infrastructure planning by Council.   |   | Quality shade is considered in the planning and budget process for Council assets.   |

| Strategies  | Program Activities               | Actions  | Responsibility   | Performance Indicators  |
|---|----------------------------------|--|--|---|
|   | Masterplan Program.              | Prepare a masterplan, including consultation with the community, for the future use of 32 Hooke Street, Dungog incorporating the recreation and open space area adjoining and linking to the site. | Infrastructure and Assets<br>Assets and Facilities<br>Manager                                  | Masterplan prepared by 31 March 2023.   |
| <b>4.2.2 Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors.</b> | 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.                               | Infrastructure and Assets<br>Assets and Facilities<br>Manager<br>Community Projects<br>Officer | Continued support from local groups and community involvement in S355 Committees. Website reflects closure information. |
|   |                                  | Mowing of sporting grounds to be undertaken on a rolling programme.  | Infrastructure and Assets<br>Assets and Facilities<br>Manager                                  | Reported to Council monthly.  |
|   | Park Playground Inspections.     | Monthly inspections for safety and amenity.  | Infrastructure and Assets<br>Executive Manager<br>Infrastructure & Assets                      | # Playgrounds Inspected on a Monthly basis.   |
|   | Park Maintenance.                | Parks maintained on a rolling schedule to meet community needs.  |  | Reported to Council monthly.  |
|   | Council's Public Swimming Pools. | Monitoring of contractor performance and compliance with Public Health requirements.   |  | Contract audit.   |



| Strategies  | Program Activities      | Actions   | Responsibility   | Performance Indicators   |
|---|-------------------------|---|--|--|
| 4.2.3 Encourage and support a diversity of sporting and recreational activities throughout the Shire.   | Sporting diversity.     | Work in partnership with Office of Sport for local sport development.   | Office of the General Manager<br>Community Projects Officer            | Shire wide sporting development day/ opportunities.                    |
|   | Funding Programs.       | Conduct annual workshops in relation to sporting grant funding.   |  | Annual Workshop held.  |
|   | Equity of use.          | Council and its representatives manage access to its sporting and recreational facilities to ensure equity amongst users.   | Infrastructure and Assets Executive Manager<br>Infrastructure & Assets | System implemented to manage equity of access.                         |
|   | Accessibility.          | Implement the actions as identified within the Councils Disability Inclusion Plan that are relevant to Councils Sport & Recreation facilities.  | Office of the General Manager<br>Community Projects Officer            | # actions implemented.   |
| 4.2.4 Ensure that appropriate access to public land is maintained.  | 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. | Infrastructure and Assets  | Engagements with relevant agencies and recorded minutes/ outcomes.     |
| 4.2.5 Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for. | Tourist Infrastructure. | Continue to work with National Parks & Wildlife Service and Forestry Corporation of NSW and other agencies to upgrade visitor amenities, signage, camping infrastructure and interpretative facilities. | Dungog Regional Tourism<br>Economic Development Manager.               | # visitors to the areas managed by NPWS & Forestry Corporation of NSW. |

# DUNGOG SHIRE COUNCIL





## **Our Leadership**

**Incorporates Council Functions and Activities**

Governance, Corporate Support, Risk Management, Engineering Services.

# Our Leadership

That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.



## 5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.

- 5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.
- 5.1.2 Decision-making processes are open, transparent and inclusive.
- 5.1.3 Council undertakes broad and effective communication and engagement with the communities across the Shire.
- 5.1.4 Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan.
- 5.1.5 Council undertakes prudent financial management to ensure its long-term viability.
- 5.1.6 Council services are planned and delivered with a focus on quality customer service, continuous improvement, governance and risk management.
- 5.1.7 Council maintains a regional outlook and seeks opportunities for strategic alliances with neighbouring councils.
- 5.1.8 Council will advocate for our communities by actively pursuing constructive relationships with other spheres of government.
- 5.1.9 Communities across the Shire have access to a range of communication formats for receipt and exchange of information.
- 5.1.10 Other programs supporting Our Leadership.

| Strategies   | Program Activities                                   | Actions  | Responsibility   | Performance Indicators   |
|--|--|--|--|--|
| <b>5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.</b>   |  |  |  |  |
| <b>5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.</b> | Councillor representation.                           | Councillor attendance at Statutory Meetings.                               | Mayor & Councillors<br>Office of the General Manager       | # of Statutory Meetings attended by Councillors.                         |
|  |  | Councillor engagement with Section 355 Committees.                         |  | Councillor attendance at 355 Committee meetings.                         |
|  |  | Councillor involvement in community meetings and events.                   | Infrastructure and Assets<br>Assets and Facilities Manager | Unsealed Rural Road Network is reviewed by 30 June 2023.                 |
|  | Councillor access to agenda and minutes information. | Web page information for agenda, and minutes updated and maintained.       | Office of the General Manager                              | Agenda and Minutes prepared in accordance with Code of Meeting Practice. |
|  |  | Provision of comprehensive and professional Council Business Papers.       |  |  |
|  | Councillor Briefings.                                | Briefing sessions provided to Councillors on a regular basis.              | Office of the General Manager                              | A minimum of 8 information sessions held per annum.                      |
|  | Councillor Training.                                 | Training needs identified and information disseminated in a timely manner. | Corporate and Customer services                            | Councillor involvement in training sessions/ attendance.                 |

| Strategies  | Program Activities                    | Actions  | Responsibility   | Performance Indicators  |
|---|---------------------------------------|--|--|---|
| <b>5.1.2 Decision-making processes are open, transparent and inclusive.</b>   | Governance – Meetings.                | Record Council Statutory Meetings and upload onto Council's website for the purpose of facilitating public access. | Office of the General Manager  | All meetings recorded and audio available to the public.  |
|   |                                       | Review Council's Code of Conduct in accordance with section 440 of the Local Government Act.                       |  | Code of conduct reviewed and adopted in accordance with Office of Local Government requirements – currently before 4 December 2022. |
|   | Governance – Delegations.             | Ensure Council Delegations of Authority are up to date and relevant.   | Office of the General Manager  | Delegations of Authority reviewed and adopted by Council as required.   |
|   | Governance – Public Access.           | Continue to fulfil Council's obligations under the Government Information (Public Access) Act.                     | Corporate and Customer Services<br>Executive Manager<br>Corporate Services | Publications guide updated.   |
| <b>5.1.3 Council undertakes broad and effective communication and engagement with the communities across the Shire.</b> | Mayoral Update.                       | Mayoral Updates are disseminated to media outlets on a weekly basis.   | Office of the General Manager  | Weekly distribution completed 90% of the year.  |
|   | Maintain relationship with the media. | Media releases prepared on issues as they arise.   | Office of the General Manager  | # of press releases issued per annum.<br># media interviews.  |
|   | Community Engagement Strategy.        | Review and implement contemporary community engagement strategy.   | Office of the General Manager  | Community Engagement Strategy reflects contemporary approaches within resourcing limitations.                                       |

| Strategies   | Program Activities                 | Actions  | Responsibility   | Performance Indicators   |
|--|------------------------------------|--|--|--|
| 5.1.4 Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan. | 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. | Office of the General Manager  | Structure reviewed to reflect adopted Council strategy.  |
|  |                                    | Annual review of General Managers performance.   | Office of the General Manager<br>Mayor & Councillor Committee                            | General Manager Performance review undertaken.   |
|  | Integrated Planning and Reporting. | Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy conform to NSW Government IPR Guidelines.   | Office of the General Manager  | Minimum 6 monthly reports on the delivery program progress<br>Community Strategic Plan, Delivery Program and Resourcing Strategy reviews are carried out to prepare for the next local government elections in 2024. |
| 5.1.5 Council undertakes prudent financial management to ensure its long-term viability.   | Finance – Budget.                  | Continue to provide monthly works cost statement to Council.   | Corporate and Customer Services<br>Executive Manager<br>Corporate and Customer Services. | Monthly reports provided in the Council Business Paper.  |
|  | Finance – Debt Recovery.           | Continue to proactively manage debt recovery action.   |  | Outstanding rates <7%.   |
|  | Finance – Fleet Operations.        | Review Council's fleet operations and internal user agreements and policy (includes emissions requirements)  | Infrastructure and Assets  | Review completed by 30 April 2023.   |

| Strategies  | Program Activities         | Actions   | Responsibility  | Performance Indicators  |
|---|----------------------------|---|---|---|
|   | Finance – Investments.     | Invest surplus funds in accordance with Council policy.   | Corporate and Customer Services   | Investment returns equal to or above annualised bank bill index. Reports provided in Council Business Paper.                        |
|   | 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. | Corporate and Customer Services<br>Executive Manager<br>Corporate Services. | LTFP reviewed and scenarios developed for Council’s consideration as required.  |
| <b>5.1.6 Council services are planned and delivered with a focus on quality customer service, continuous improvement, governance and risk management.</b> | Corporate.                 | Finalise organisational wide values in consultation with staff.   | Office of the General Manager<br>Human Resources                            | Organisational values that guide day to day behaviours are workshoped in consultation with staff and finalised by 31 December 2022. |
|   | Workplace Health & Safety. | Continuous Improvement of Council’s Workplace, Health and Safety framework/systems and processes.   |   | Ongoing continuous improvement demonstrated by monthly updates to executive leadership.   |
|   | Employee Relations.        | An Employee Assistance Program is provided to cater for staff mental health and wellbeing.  |   | Employee Assistance Program available for all employees.  |
|   |                            | Provide for the training and professional development needs of our valued employees.  |   | Training and development programs implemented for employees annually within available resourcing.                                   |



| Strategies  | Program Activities         | Actions   | Responsibility                                   | Performance Indicators   |
|---|----------------------------|---|--|--|
|   | Human Resources Systems.   | Provide appropriate human resources systems for efficient operation and to allow continuous improvement including :<br>- Performance management<br>- Recruitment<br>- Onboarding<br>- e-learning<br>- establishment management. | Office of the General Manager<br>Human Resources | Implementation by 30 June 2023.<br>Monthly progress reports to executive leadership. |
|   | Workforce Plan.            | Review and implement Council workforce plan in accordance with the NSW IPR Framework.   |  | Workforce plan reviewed and implemented by 30 June 2023.                             |
| <b>5.1.7 Council maintains a regional outlook and seeks opportunities for strategic alliances with neighbouring councils.</b> | Hunter Joint Organisation. | Ongoing advocacy role at Board level.   | Mayor<br>Office of the General Manager           | Attendance at Board Meetings.  |
|   |                            | General Managers Advisory Committee.  | Office of the General Manager                    | Attendance at GMAC and participation in strategic planning.                          |
|   | Resource Sharing.          | Engagement with other Councils on shared resourcing.  |  | Opportunities explored and utilised within resourcing limitations.                   |

| Strategies  | Program Activities                       | Actions  | Responsibility   | Performance Indicators                          |
|---|--|--|--|---|
| 5.1.8 Council will advocate for our communities by actively pursuing constructive relationships with other spheres of government. | Political Advocacy.                      | Engagement with local State & Federal members and their support staff.                                   | Office of the General Manager  | Regular contact maintained.                     |
|   |  | Engagement with Hunter Regional Director of Regional NSW.  |  | Six monthly meeting held.                       |
|   |  | Regular attendance at the NSW Country Mayor's Association.   |  | Attendance and participation.                   |
| 5.1.9 Communities across the Shire have access to a range of communication formats for receipt and exchange of information.       | Corporate Support – Information Systems. | Enhance Council's Information Systems so as to meet the current and future needs of the organisation.    | Corporate and Customer Services  | Council's website accessible to community.      |
|   |  | Monitor Council's managed services provider to ensure system outages / downtime meets service agreement. |  | Service agreement complied with.                |
| 5.1.10 Other programs supporting Our Leadership.  | Governance – Records Management.         | Safeguard Council's records and meet legislative responsibilities.                                       | Corporate and Customer Services  | Compliance with State Records Act.              |
|   | Governance – Risk Management.            | Undertake annual Public Liability Audit.   | Executive Manager<br>Corporate Services                                    | - Audits undertaken.<br>- Improved performance. |
|   |  | Undertake annual WHS Audit.  | Office of the General Manager<br>Human Resources                           | Audit undertaken as required.                   |
|   |  | Attend regional risk management meetings and disseminate information to relevant staff.                  | Corporate and Customer Services<br>Executive Manager<br>Corporate Services | 80% of meetings attended.                       |
|   |  | Maintain Council's insurance portfolio.  |  | Insurance renewed annually within timeframe.    |

| Strategies | Program Activities                      | Actions   | Responsibility   | Performance Indicators  |
|------------|---|---|--|---|
|            |   | Monitor Council's workers compensation claims.                                  | Office of the General Manager<br>Human Resources                           | Claims are monitored and RTW programs implemented.                      |
|            |   | Monitor Council's Return to Work programmes.                                    |  | Workers Compensation Premium is monitored and minimised where possible. |
|            |   | Lead the organisation in respect of new online risk register database.          |  | # of employees with greater than 5 days lost time per annum.            |
|            |   | Development and review of business continuity plan.                             | Corporate and Customer Services<br>Executive Manager<br>Corporate Services | Information back up and data integrity tested annually.                 |
|            | Corporate Support - Service NSW Agency. | Ensure Service NSW payments agency is operational during Council opening hours. | Corporate and Customer Services<br>Executive Manager<br>Corporate Services | Trained staff available to meet operational requirements.               |
|            |   | Comply with Service NSW performance and statutory expectations.                 |  | Nil Deficiency/ Compliance reports.                                     |

