



MIDCOAST
council



12 month review
July 2019 - June 2020

DELIVERY PROGRAM (2018 - 2021) & OPERATIONAL PLAN (2019 - 2020)





ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional custodians of the land in which we work and live, the Gathang-speaking people, and acknowledge the Aboriginal and Torres Strait Islander people who now reside in this area.

We extend that respect to elders, past and present, and to all future cultural-knowledge holders.

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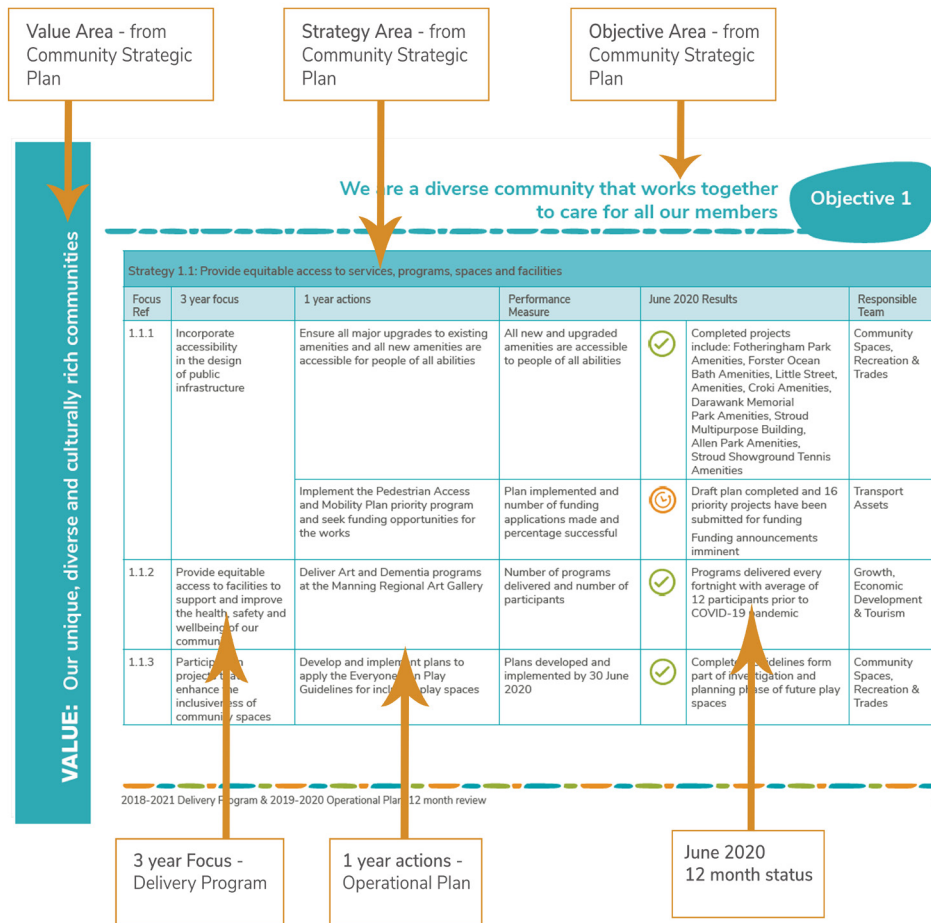
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HOW TO READ THIS DOCUMENT



Completed



On schedule



Delayed



Revised

This document is structured around the five values and associated objectives and strategies identified in the Community Strategic Plan, MidCoast 2030.

The values define the community's priorities while the objectives identify what we are trying to achieve. Each section focuses on one of the five values from MidCoast 2030.

Supporting the values are the strategies that tell us how we are going to get there and what we will focus on.

The focus areas and activities for the Delivery Program and Operational Plan indicate Council's commitment to achieving the outcomes that the community desires, for those strategies that fall within the Council's realm of responsibility.

Those items that are the responsibility of others either solely or in association with Council are identified in MidCoast 2030.

The 'June 2020' column reports on the progress of the Delivery Program and Operational Plan for the 12-month period from July 2019 to June 2020.

Progress towards the achievement of 1 year actions as at the 12 Month review is depicted by using one of four status symbols (shown opposite).





WE VALUE...







our unique, diverse and
culturally rich communities









We are a diverse community that works together to care for all our members



Objective 1





Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.1.1	Incorporate accessibility in the design of public infrastructure	Ensure all major upgrades to existing amenities and all new amenities are accessible for people of all abilities	All new and upgraded amenities are accessible to people of all abilities		Completed projects include: Fotheringham Park Amenities, Forster Ocean Bath Amenities, Little Street, Amenities, Croki Amenities, Darawank Memorial Park Amenities, Stroud Multipurpose Building, Allen Park Amenities, Stroud Showground Tennis Amenities	Community Spaces, Recreation & Trades
		Implement the Pedestrian Access and Mobility Plan priority program and seek funding opportunities for the works	Plan implemented and number of funding applications made and percentage successful		Draft plan completed and 16 priority projects have been submitted for funding Funding announcements imminent	Transport Assets
1.1.2	Provide equitable access to facilities to support and improve the health, safety and wellbeing of our community	Deliver Art and Dementia programs at the Manning Regional Art Gallery	Number of programs delivered and number of participants		Programs delivered every fortnight with average of 12 participants prior to COVID-19 pandemic	Growth, Economic Development & Tourism
1.1.3	Participate in projects that enhance the inclusiveness of community spaces	Develop and implement plans to apply the Everyone Can Play Guidelines for inclusive play spaces	Plans developed and implemented by 30 June 2020		Complete - Guidelines form part of investigation and planning phase of future play spaces	Community Spaces, Recreation & Trades




Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.1.4	Maintain recreation infrastructure to a minimum condition assessment	Complete maintenance works in accordance with the Condition Assessment Schedule	Maintenance works performed according to schedule with annual program completed by 30 June 2020		Works completed in accordance with schedule	Community Spaces, Recreation & Trades
		Implement a funded annual capital renewal works program for the replacement of recreation infrastructure	Plans developed with requests for capital funding being included in draft budget by 30 April 2020		Capital renewal program in place Unfunded in 20/21 budget	Community Spaces, Recreation & Trades
1.1.5	Implement the Disability Inclusion Action Plan	Undertake educational and promotional activities focused on inclusion and access to information and assistance	Number of activities undertaken and number of people exposed to the information		Education campaign including information on types of disability, prevalence and appropriate language occurred across the organisation through hard copy, intranet, posters, etc	Community Services
		Undertake educational and promotional activities with community partners to support access to meaningful employment for people with disability	Number of activities undertaken and number of people exposed to the information		Information regarding employment for people with disability shared with community partners and organisations, but activity impacted by pandemic 5 activities	Community Services
		Develop a directory of community services and supports across the local government area	Directory developed by 30 June 2020		Directory launch conducted in February 2020 Ongoing promotion with service providers and community	Community Services
		Undertake staff awareness building activities in relation to diversity, inclusion and the needs of people with a disability, including through the induction process	Number and type of activities undertaken and number of people included		Induction process reviewed and includes additional information	Human Resources





Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.1.5	Implement the Disability Inclusion Action Plan	Investigate opportunities for the employment of people with a disability	Opportunities identified and recommendations made to MANEX for inclusion in recruitment policy		Being picked up through Employment-Based Training Strategy Recruitment Policy implemented and supports employment of people with a disability	Human Resources
1.1.6	Provide quality, personalised services and supports for people with disability to assist them to achieve their individual goals	Deliver quality services for people with disability including: <ul style="list-style-type: none"> social and community engagement activities co-ordination of support services; and financial intermediary services 	Number of participants accessing each of these services		MidCoast Assist participant numbers grew significantly over the period across all areas: <ul style="list-style-type: none"> 1 July 2019 - 353 30 June 2020 - 626 Note - figures are total of participants in each service stream and therefore double counts participants accessing more than one service	Community Services
1.1.7	Provide quality, client-centred services and supports for older people to assist them to remain living independently in the community	Deliver quality services for older people including: <ul style="list-style-type: none"> Commonwealth Home Support Program services, including social support and transport, and Customised Care Services, including Home Care Packages 	Number of clients accessing each of these services		MidCoast Assist client numbers grew significantly over the period across Active and Older (CHSP funded) and Customised Care Packages services: <ul style="list-style-type: none"> 1 July 2019 - 340 30 June 2020 - 435 	Community Services
1.1.8	Ensure that sufficient land is zoned in appropriate locations to meet the needs of the population for recreation	Complete the Recreation Zone Review to provide a consistent framework for zoning existing and future recreation land and reserves	Recreation Zone Review completed by June 2020		Exhibition of urban recreation areas completed April 2020 Exhibition of rural recreation areas scheduled Q4 2020	Land Use Planning

Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.2.1	Acknowledge and recognise Aboriginal communities within our projects	Review and monitor YMCA programs to ensure they deliver services to support Aboriginal people	Activities delivered and attended in line with funding program level agreements		Continuing to liaise with YMCA to ensure adequate programs are delivered YMCA programs placed on hold due to the COVID-19 pandemic	Legal & Property Services
1.2.2	Engage with Aboriginal people and the Aboriginal/ community services sector to develop community connections for Aboriginal people, build social capital and local networks and promote tolerance and understanding of diversity	Deliver Aboriginal community strengthening activities in line with funding body program level agreements and in consultation with key stakeholders	Number of activities delivered and number of participants		Ongoing support of Manning Working group, and progress made towards establishing similar in Great Lakes and Gloucester regions Meetings with CEOs of Aboriginal Land Councils and key Council staff to discuss partnerships and action areas Consultation with Aboriginal communities commenced for development of Welcome to and Acknowledgment of Country protocol, and Aboriginal Action Plan but impacted by pandemic lockdown A number of other meetings and activities to develop connections and improve networking 56 Activities	Community Services



Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.2.3	Support programs and activities that acknowledge, celebrate and empower local Aboriginal communities and ensure opportunities for engagement an empowerment through a coordinate approach	Provide the community with access to acknowledgements, welcomes and stories in the Gathang language	Gathang language resources provided		This requirement has been removed from the Library goals, due to factors currently outside of the control of the library Work will still continue in other contexts to promote the Gathang language	Libraries
		Work in partnership with other sections of council to deliver one program/event at the Gallery for NAIDOC Week	An exhibition delivered at the Gallery for NAIDOC week		Successful exhibitions held at Gallery (Sea of Bellies, Chatham High School NAIDOC exhibition and performance, Jason Wing What binds us...) and outreach program – photobooth at NAIDOC celebrations in Partnership with Community Strengthening Officer – Aboriginal Planned NAIDOC exhibitions had to be withdrawn due to COVID-19 Exhibition and Public programs now planned for NAIDOC week (online)	Growth, Economic Development & Tourism

Strategy 1.3: Strengthen the capacity of our young people to participate and thrive in community life					
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
1.3.1	Promote programs to encourage the participation of young people to meet their leisure, learning and social interaction needs at Council facilities	Develop and deliver a program of events targeted at young people	Number of events held and number of participants	 <p>304 events held with 3,210 attendees 9.7k views of 5 virtual storytime sessions 196 “print & post” School Holiday Activity packs Regular storytimes, school holiday & baby programs attracted 877 participants to 83 sessions</p>	Libraries
1.3.2	Engage with young people and the youth/community services sector to develop community connections for young people, build social capital and local networks and promote tolerance and understanding of diversity	Implement Youth Strategic Plan in partnership with key stakeholders	Plan implemented in line with 2019/20 Youth Strategic Implementation Plan by 30 June 2020	 <p>Action Plans for all 3 regions complete Delivery impacted by pandemic After consultation with stakeholders, Year one action plans are now being carried forward into 2020/21 financial year</p>	Community Services
1.3.3	Develop and implement a Council Employment-based Training Strategy that meets our business needs and aligns with our Workforce Strategy	Implement Council’s Employment-Based Training Strategy	Strategy implemented with a goal to increase the proportion of trainees, apprentices, graduates and work experience employees in the MCC workforce from 1.5% to 3%	 <p>The proportion of trainees, apprentices and graduates achieved during 2019-20 was 3.6% We will continue to build on this in 2020-21</p>	Human Resources
1.3.4	Deliver children and youth activities to develop the Manning Regional Art Gallery as an education facility	Council’s Community Strengthening team (Youth) to partner with Manning Regional Art Gallery to provide a Youth week activity in line with Family and Community Services objectives and funding guidelines	“Live n Loud” provided during Youth Week with number of participants	 <p>Live ‘n Loud and Summerfest events planned and held A live streamed event was held during the pandemic lockdown</p>	Community Services




Strategy 1.3: Strengthen the capacity of our young people to participate and thrive in community life						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.3.5	Provide opportunities for young people to participate in volunteer programs	Increase the number of schools participating in graffiti removal programs	Number of schools participating and percentage increase		Complete - 6 schools participating represents a 50% increase Forster High School, Tuncurry High School, Alesco adult education, Bulahdelah Central School, Forster Public School and Nabiac Public School	Community Spaces, Recreation & Trades
1.3.6	Provide regional level recreational activities targeted at families	Finalise plans for a combined pool/wet play area as part of the Tuncurry Recreation Precinct	Plans completed and adopted by Council by 30 June 2020		Community engagement to be conducted in October 2020 Plans will be finalised upon receipt of community feedback	Community Spaces, Recreation & Trades
		Complete Stage 1 of Mountain Park Upgrade (Regional level skate facility)	Stage 1 completed by 30 June 2020		Work commenced Works initially delayed by water restrictions and now COVID-19 Due for completion 30 September 2020	Community Spaces, Recreation & Trades

Strategy 1.4: Support a diverse housing mix that provides choice and meets the needs of our community						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.4.1	Investigate and provide opportunities for social housing	Review senior's units in Gloucester	Occupancy rate (as a percentage)		Continuing to ensure that occupation of senior's units is maximized, 17/18 units occupied, 1 unit being renovated at present	Legal & Property Services
1.4.2	Prepare a consolidated MidCoast Local Environmental Plan and Development Control Plan that provides opportunities for affordable and diverse housing options	Complete the Housing Strategy ensuring it considers housing diversity and provides a consistent framework for the application of residential zones and development controls in the MidCoast Local Environmental Plan and Development Control Plan	Housing strategy completed by June 2020		Exhibition complete Final report to Council by September 2020 Delayed due to COVID-19 and Local Strategic Planning Statement	Land Use Planning
1.4.3	Ensure there is sufficient land identified for future rezoning to cater for residential growth in appropriate locations	Process Planning Proposal Applications supporting residential growth in appropriate locations	Number and category of Planning Proposals processed		Kolodong Estate (residential), 391 Diamond Beach Road (tourism/residential) and Gloucester River Run (residential) rezonings gazetted	Land Use Planning
1.4.4	Prepare Local Planning Statements that reflect the aspirations of local communities relating to the provision of housing	Commence the preparation of Local Strategic Planning Statements in accordance with the NSW Department of Planning and Environment guidelines and templates	Preparation of Local Strategic Planning Statements commenced with a view to completion by June 2021		Extension denied by State Government Interim Statement developed Anticipated completion by end September 2020	Land Use Planning



Strategy 1.5: Support the strengthening of social connectedness through programs and partnerships						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.5.1	Provide support to community groups to maximise sustainable usage of community halls	Facilitate appropriate hall occupation arrangements with long term hall user groups	Appropriate occupation arrangements will be made with long term hall user groups		Negotiations continuing with user groups for the ongoing use of halls for periods over 6 months to ensure that appropriate occupation arrangements are implemented	Legal & Property Services
1.5.2	Engage with members of the community and the services sector to develop community connections, build social capital and local networks and promote tolerance and understanding of diversity	Develop an Ageing Strategy in consultation and partnership with key stakeholders	Ageing Strategy developed and adopted by Council by 30 June 2020		Consultation commenced in January 2020, but stopped due to COVID-19 restrictions Planning is underway to recommence consultation	Community Services
1.5.3	Provide financial assistance to support not-for-profit and community based organisations to deliver projects of community benefit	Administer Council's Community Donations programs	Council's Community Donations program delivered in accordance with approved policy and budget		Annual Donations funding round administered during March 2020 \$17,569 was donated to 9 organisations for capacity-building projects	Community Services
		Implement capacity-building activities associated with implementation of Council's Community Donations Policy	Community Donations transition arrangements delivered in line with 2019/20 transition plan by 30 June 2020		2 Grant Writing workshops and 2 Business Planning workshops conducted	Community Services





Strategy 1.6: Empower our towns and villages to retain and celebrate their unique identity, while working towards a shared community vision						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.6.1	Develop local community plans for MidCoast Towns and Villages	Implement local community plan program with aim of producing four plans per annum	Develop a schedule to ensure four local community plans are underway or delivered by June 2020		<p>COVID-19 restrictions have impacted on this program</p> <p>We continue to work with the Wingham and Gloucester communities on their plans, however have not yet been able to start the process for Hallidays Point</p> <p>It is anticipated this will happen in the first part of 20/21, along with the start of several plans for the southern region</p>	Engagement, Communication and Education
		Finalise the Manning Health/Taree CBD Precinct Plan, providing a plan for how the precinct should evolve over the next 10-20 years	Complete the Manning Health/ Taree CBD Precinct Plan by June 2020		<p>Exhibition complete</p> <p>Final report to Council by September 2020</p> <p>Delayed due to COVID-19 and Local Strategic Planning Statement</p>	

Strategy 1.7: Welcome people of all abilities and backgrounds						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.7.1	Advocate for inclusion	Build and capitalise on networks and partnerships at a local, state and federal level to contribute to the identification and resolution of barriers to inclusion	Number of meetings held with stakeholders at various levels	✓	145 Interagency, strategic and network meetings conducted across the sector, connection meetings with potential partners and planning meetings for community events throughout the year	Community Services
1.7.2	Expand the visitor profile of the Manning Regional Art Gallery	Manning Regional Art Gallery to partner with Neighbourhood services and community groups to deliver public programs	Number of programs Number of participants Number of partnerships with community groups	✓	Prior to COVID-19 restrictions - 60 programs/ events, 3,374 participants, 20 partnerships with community groups Figures include outreach events and participation and do not include the Gallery driven public programs and events which are 66 Gallery programs 2,143 participants	Growth, Economic Development & Tourism

Strategy 1.7: Welcome people of all abilities and backgrounds						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
1.7.3	Implement Council's EEO Management Plan	Review systems for collecting statistics on diversity and EEO	Source information on appropriate tools and make recommendations for implementation		Delayed Contingent on future MC1 system configuration Some adjustments have been made to our personal details forms in the meantime	Human Resources
		Review Council's induction processes, including for staff and contractors	Review completed and new procedures implemented with number of staff and number of contractors completing induction program		Review of induction process completed for Council staff All new starters are going through the induction program Ongoing improvements to process of engaging and inducting contractors underway	Human Resources
		Develop HR Business Partner capability and capacity to address harassment, bullying, victimisation and discrimination enquiries, grievances and/or complaint	Number of HR business partners developed to address various issues including: Conflict resolution Performance improvement process Grievance handling		Education program completed by seven HR staff Improvements made to conflict resolution and performance improvement processes	Human Resources






Strategy 2.1: Support communities to identify priorities for ensuring they are sustainable into the future





Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
2.1.1	Provide opportunities for community groups to utilise Council owned properties	Negotiate community rebate opportunities for community leases	Number negotiated for period	 <p>10 community group rebates have been determined Continuing to liaise with community groups to ensure that appropriate rebate opportunities are offered for community leases</p>	Legal & Property Services
2.1.2	Deliver Tidy Towns sustainability activities	Support Tidy Towns sustainability activities	At least 6 Tidy Towns meetings and activities supported by Council	 <p>3 Committee and Planning meetings held Activities during 2020 were postponed due to the pandemic lockdown</p>	Community Services

Strategy 2.2: Support the preservation and uniqueness of our history and cultural heritage in our towns, villages and significant places						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
2.2.1	Implement the Heritage Conservation Management Plan	Continue to seek funding for heritage projects for the MCC area	Number of funding applications submitted; Percentage that were successful for (\$) total		3 heritage grants applied for 100% successful for a total value of \$26,290	Community Spaces, Recreation & Trades
2.2.2	Ensure consultation on future capital projects that provide opportunities or impact upon individual qualities of towns / villages	Identify priority projects early to ensure appropriate level of consultation is undertaken during the design process with key stakeholders	Number consultation processes undertaken and percentage of projects		Six in-depth consultation sessions for priority projects have been held This represents 15% of projects Remaining 85% of projects delivered using standard consultation processes	Transport Assets
2.2.3	Ensure our heritage is valued and conserved	Continue with the Heritage Adviser Program to provide specialist heritage advice to landowners and developers	Specialist advice provided as required		Heritage advice provided as required - assessment of 32 heritage development applications, 37 heritage inspections and 20 meetings with heritage landowners to provide advice	Land Use Planning
		Continue with Local Area Heritage Program with funding from the Office of Environment and Heritage to assist with the restoration and maintenance of heritage items	Achieve restoration or maintenance of heritage items by allocation of grant funding to appropriate projects		Projects for 2019/20 completed, involving 14 grants totalling \$24,350 resulting in \$85,321 of work completed Application process for 2020/21 reported to Council in June 2020	Land Use Planning

Strategy 2.2: Support the preservation and uniqueness of our history and cultural heritage in our towns, villages and significant places

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
2.2.3	Ensure our heritage is valued and conserved	Commence the review of existing heritage provisions for inclusion in the MidCoast Local Environmental Plan and Development Control Plan	Work program for the review of heritage provisions developed by June 2020	⊗	State Government has deferred finalisation of project to September 2021	Land Use Planning
		Complete the Gloucester Heritage Study	Study completed by June 2020	⊙	Draft study completed	Land Use Planning

Strategy 2.3: Support and encourage our vibrant and creative arts sector						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
2.3.1	Plan for the future of the MidCoast Region to provide a vibrant, creative and sustainable art and culture sector	Continue the development of the MidCoast Cultural Plan 2036 incorporating visual and performing arts	Cultural Plan 2036 completed by December 2020		Reference Group established Consultant engaged Round 1 engagement completed May/June 2020 (online not Face to Face due to COVID-19)	Growth, Economic Development & Tourism
2.3.2	Provide opportunities for active and participatory arts and cultural experiences throughout the community	Create positive visitor experiences at the Manning Regional Art Gallery (MRAG) by delivering a program of local and touring exhibitions that attract growing audiences	Number of local and touring exhibitions curated at the MRAG and number of visitors attracted		18 exhibitions, 13,171 visitors attracted Closed 25 March to 2 June 2020 due to COVID-19	Growth, Economic Development & Tourism
		Prepare and deliver a range of performing and visual arts public events that engage a variety of target groups, in partnership with local schools, education facilities, and community groups	Number of events conducted and number of participants. Participant satisfaction levels if information available.		149 face-to-face public programs and events 6,073 participants COVID-19 connections and partnerships - 7 digital videos produced with 1,097 views, 2 ZOOM afterschool activity (17 participants), 560 take home activity packs created and distributed Social media participation up by 300%	Growth, Economic Development & Tourism
2.3.3	Investigate and undertake capital works projects to improve our cultural buildings	Complete the Library minor works upgrade program	Library minor works program completed by 30 June 2020		Works completed	Community Spaces, Recreation & Trades
		Progress the design and construction of the new studio space at the Manning Entertainment Centre	Project due for completion in December 2020, progress update, percentage completed, on track		Project progressing with Development Application lodged and Construction Certificate process commenced	Growth, Economic Development & Tourism





Strategy 2.3: Support and encourage our vibrant and creative arts sector						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
2.3.4	Ensure the Manning Regional Art Gallery is well maintained and meets industry standards	Seek funding to improve Manning Regional Art Gallery HVAC	Number of funding applications submitted; percentage successful for (\$) total		HVAC (Heating, Ventilation and Air Conditioning) grants are limited and can only be applied for subject to availability Grants relating to buildings and or infrastructure require funds to be matched from Council with no matching budget at this time No grants applied for to date	Community Spaces, Recreation & Trades
2.3.5	Ensure the Manning Entertainment Centre is well maintained and sustainable opportunities are taken to cater for the future of performing arts in the MidCoast region	Incorporate new studio space into future marketing campaigns	Marketing strategy amended to reflect new studio space		Marketing Plan in development with implementation revised/ delayed due to COVID-19	Growth, Economic Development & Tourism
2.3.6	Present a diverse range of entertainment at the Manning Entertainment Centre	Continue to develop and present a season of performing arts events and public programs	Number of events and programs presented with number of people attending		11 Public Programs - 570 Participants 20 Films - 1,314 Attendees 64 Performances - 12,870 ticket sales 15 events cancelled due to COVID-19 1 major event cancelled due to COVID-19	Growth, Economic Development & Tourism
2.3.7	Provide opportunities at local libraries to showcase local talent	As opportunities arise Libraries will showcase local talent by: <ul style="list-style-type: none"> • Hosting gallery exhibitions • Hosting creative arts displays • Supporting author talks and other forms of live entertainment 	Number of events facilitated and number of participants		The Libraries held 25 local author events in total across the network, from 8 different authors, with multiple copies of the books purchased, 14 art exhibitions were hosted	Libraries

WE VALUE...








a connected community









Strategy 3.1: Encourage and expand volunteering opportunities






Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
3.1.1	Integrate and align Council's framework for attracting, engaging and retaining volunteers	Commence development of a framework for managing volunteers	Framework developed and implemented by 30 June 2020		Preliminary work has commenced on an integrated framework to be completed 2020/21	MANEX (Management Executive Team)
3.1.2	Provide opportunities for volunteering in the delivery of Council's services and recognise the contribution made by volunteers	Encourage volunteer involvement at our libraries	Number of library volunteers		The Library has 198 volunteers	Libraries
		Hold at least one library volunteer recognition event annually	Event held by 30 June 2020 with number attending		Christmas parties were held to meet requirements Events planned in May 2020 could not be implemented due to COVID-19 restrictions	Libraries
		Facilitate Council volunteer recognition events	At least two events held in National Volunteers Week with at least 50% of Council volunteers attending		Planned events for Volunteers' Week cancelled due to COVID-19 restrictions A personal letter from the Mayor was sent to each Council volunteer, and an acknowledgement of their contribution posted on Council's Website and Facebook pages	Community Services

Strategy 3.1: Encourage and expand volunteering opportunities						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
3.1.3	Continue to support volunteer mowing and land care programs	Work with the community to have over 1,050 engaged participants by the end of 2019/20 FY	Opportunities to volunteer widely promoted resulting in the attraction of number of new volunteers	✔	1,110 - Numbers decreased due to COVID-19	Community Spaces, Recreation & Trades
3.1.4	Expand and support volunteer programs in areas where there is no current activity	Support volunteer programs at Gloucester	Opportunities to volunteer widely promoted resulting in the attraction of number of new volunteers	✔	Groups and number of volunteers remain unchanged	Community Spaces, Recreation & Trades



Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
3.2.1	Enable Aboriginal partnership programs where possible in the management of the natural environment	Contract bush regeneration contractors who employ Aboriginal staff to undertake environmental programs	All contractors engaged have Aboriginal staff		Council engages TIDE (Taree Indigenous Development & Employment) and Forster Lands Council to undertake weed control and Bush Regeneration	Community Spaces, Recreation & Trades
3.2.2	Develop library facilities to meet the changing and ongoing needs of the community	Install a meeting room at Wingham Library for community use	Meeting room installed by 31 July 2019		Meeting room installed	Libraries
		Install a meeting room at Tea Gardens Library for community use	Meeting room installed by 30 June 2020		Meeting room installed	Libraries
		Finalise design plans for the new Forster Library	Plans finalised by 30 June 2020		Internal design plans developed Currently working on power and data and furniture and fittings Procurement documents being prepared for shelving and furniture	Libraries
		Annually assess library facilities to meet community needs and industry standards	Annual assessment carried out for consideration at the capital works 2020-21 budget meeting		Moving towards an ad hoc model with assessment components This is a more efficient approach	Libraries
3.2.3	Enhance access to the library collections	Integrate the Great Lakes and Manning Valley library management systems into one system	Integration of management systems completed by 30 June 2020		Library Management system (LMS) successfully integrated. The Library has received very positive feedback on this outcome.	Libraries
		Establish a single purchasing structure for library stock and maintain currency of content	Single purchasing structure established and implemented by 30 June 2020		Standing order system established Currency of content maintained	Libraries

Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
3.2.4	Conduct events and programs through the library that provide opportunities for social inclusion and demonstrate the library's role as a cultural centre for the community	Partner with community groups to deliver social and cultural programs, events and celebrations	Number of programs, events and celebrations staged		652 events & programs involving 6,254 participants 25 online events, 9.7 views of 5 virtual storyline sessions, 297 adult participants in online author talks & workshops	Libraries
		Community groups are supported through provision of display space, access to facilities for relevant events and meetings and display of community information	Number of displays arranged by community groups Number of community groups worked with/ supported		45 community displays in total for the year	Libraries
3.2.5	Provide support for local content in the library collections	Expand the online digitised local history collection	Percentage increase in online digital collection		35 historic images used for Jigsaw Planet promotion, 350 images from Manning Valley collection digitised	Libraries
		Purchase local author publications and support local author book launches	Number of local author book launches arranged		Held 25 local author events in total across our network, from 8 different authors, 3 art displays hosted	Libraries
3.2.6	Provide library services targeted at enhancing community access	Deliver an outreach and delivery program to seniors and those with restricted mobility	Number of clients serviced by this program		760 clients assisted, bulk deliveries to 38 Nursing Home facilities, 6 home library promotion displays, 17 Seniors Week events with 255 participants	Libraries
		Assist residents to improve literacy levels and their quality of life through the "Better Reading Better Community" initiative	Number of events provided and number of people participating		1 volunteer training session held, 21 clients assisted, 17 active tutors provided prior to COVID-19 impact Since then no further training sessions have been possible	Libraries





Strategy 4.1: Plan for, provide and maintain a safe road network that meets current and future needs

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
4.1.1	Deliver maintenance programs within allocated budgets	Deliver the annual resealing program within allocated budgets	Program completed by 30 June 2020 on budget		Reseal program completed	Operations
		Deliver annual Rural road maintenance program within allocated budgets	Program completed by 30 June 2020 on budget		Maintenance delivered in accordance with program and allocated budgets	Operations
		Deliver annual Urban road maintenance program within allocated budgets	Program completed by 30 June 2020 on budget		Urban road maintenance delivered in accordance with program and allocated budgets	Operations
		Deliver annual Regional road maintenance program within allocated budgets	Program completed by 30 June 2020 on budget		Regional road maintenance programs delivered in accordance with program and allocated budgets	Operations
4.1.2	Efficiently manage maintenance of the road network	Develop a Level of Service for major maintenance activities	Service levels defined and implemented by 30 June 2020		Preliminary work completed Attempting to incorporate into MC1 which will require additional time to develop and implement	Operations



Strategy 4.1: Plan for, provide and maintain a safe road network that meets current and future needs

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
4.1.3	Implement a single Enterprise Resource Planning solution for MidCoast Council to enable Strategic Asset Management	Implement Technology One – One Council Solution – including Works Management, Service Requests; and Planning & Regulatory	All Technology One modules implemented and integrated by 30 June 2020	 <p>The works undertaken to build and roll out the remaining modules for use as planned in December 2019 were discontinued due to the advice provided in November 2019 by our system provider, TechnologyOne</p> <p>They were not in a position to work with us to integrate their latest Customer Portal with their newest core Property and Revenue solution</p> <p>The decision to postpone and re-plan this activity was made to provide a more comprehensive and proven customer service offering than the one offered by the original option</p>	Information Technology
4.1.4	Develop and refine asset management strategies, plan and policies	Collect and refine asset data to ensure asset management system is complete and current	Information is current and up to date	 <p>Ongoing asset inspection schedules underway</p>	Transport Assets


Strategy 4.1: Plan for, provide and maintain a safe road network that meets current and future needs

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
4.1.4	Develop and refine asset management strategies, plan and policies	Review and refine Engineering Specification suite to ensure clarity for developers and contractors constructing public infrastructure	Engineering Specification suite to be updated and published on Council's website before 30 June 2020		<p>90% complete</p> <p>Development Engineering Handbook is completed and released on website</p> <p>Standard Drawings are reviewed, consolidated and updated and are on website</p> <p>Auspec review and update is 80% complete after adding additional specifications to the scope</p> <p>Remaining specs are planned to be completed Q1, with industry review then release on website Q2</p>	Projects & Engineering
4.1.5	Plan for future traffic needs as part of the capital works program	Monitor traffic accident data to identify trends and implement safety improvements accordingly	Data collected and "black spots" identified; Remediation recommended		<p>Quarterly accident data is reviewed when released from the State Government</p> <p>Remediation recommendations included into either the Operational Program, Capital Works Program or appropriate funding submissions are submitted under programs such as Safer Roads and Blackspot</p>	Transport Assets
4.1.6	Implement Developed Contribution funded projects	Commence a comprehensive review and consolidation of all MidCoast Development Contribution Plans	Determine work program for review and consolidation of Developer Contribution Plans by June 2020		Work program developed with implementation expected to commence in September 2020	Land Use Planning
		Construct projects identified in the Developer Contributions Plans as funds become available	Number of projects completed spending (\$) from Developer Contribution funds		No projects completed due to insufficient funds to allow works to be undertaken.	Transport Assets

Strategy 4.2: Encourage the use of alternative transport options through the provision of a safe, accessible and connected walking and cycling network

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
4.2.1	Develop and implement both a Pedestrian Access and Mobility Plan and a Bike Plan	Pursue funding opportunities based on the priority programs listed in both the Pedestrian Access and Mobility Plan and the Bike Plan	Applied for number of grants, percentage of submissions successful for a total (\$) value	 <p>A total of 16 projects were submitted under Active transport programs Successful submissions have not been announced</p>	Transport Assets
4.2.2	Efficiently manage maintenance of our walking and cycling network	Develop a Level of Service for major maintenance activities	Service levels developed and promoted to the community by 30 June 2020	 <p>Preliminary work completed Attempting to incorporate into MC1 which will require additional time to develop and implement</p>	Operations





Strategy 4.3: Advocate for the provision of community and public transport to meet the needs of our growing and ageing communities

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
4.3.1	Pursue opportunities through the State Government for the provision of improved public transport	Brief State Government on our public transport needs and future opportunities	Applied for number of State Government transport grants for a total (\$) value	 <p>A total of 34 State Government grants have been submitted totalling \$42m</p>	Transport Assets




We utilise technologies to connect us locally and beyond

Objective 5



Strategy 5.1: Use technology and innovation to improve the way we live, work, learn and connect

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
5.1.1	Implement system upgrades to improve connectivity and improved ways of working	Migrate users to Office 365 to enable enhanced collaboration with internal and external customers	Migration completed by 30 September 2019	 <p>75% of staff have been migrated Delay is due to a more complicated migration process than first anticipated</p>	Information Technology
5.1.2	Implement electronic parking infringement technology	Investigate the use of electronic parking sensors within the Taree CBD and provision of additional electronic parking sensors within the Forster CBD	Feasibility study completed with a recommendation to Council for a budget allocation by end of February 2020	 <p>Feasibility study complete Results of study indicated the need to reassess delivery options due to the excessive cost of an electronic parking system Assessment due to be completed in 20.21</p>	Major Assessment & Regulatory Services
5.1.3	Expand consumer experiences at Manning Regional Art Gallery through new technologies	Include exhibitions in the annual program which utilise and profile emerging and innovative technology	Number of exhibitions which incorporate emerging and innovative technology	 <p>Projections and wifi used in multiple exhibitions (Jason Wing 'What binds us...' and Kate Dorrough 'The Lyrical River') COVID-19 digital expansion - online exhibition walkthroughs, online afterschool art classes, online community programs, school holiday ZOOM classes</p>	Growth, Economic Development & Tourism
5.1.4	Provide online access through library services utilising current and emerging technologies	Provide free internet access, including wifi across all staffed library service points	Wifi provided with number of users	 <p>For the year MidCoast Libraries had 21,051 logins to use Internet and 9,376 devices were used on the network</p>	Libraries

Strategy 5.1: Use technology and innovation to improve the way we live, work, learn and connect

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
5.1.4	Provide online access through library services utilising current and emerging technologies	Establish a sustainable Library IT resourcing framework to meet community needs	Prepare a long term Library IT resourcing strategy for endorsement by Council and request an ongoing budget allocation to fund		Objective impacted by integration and resourcing, Data collection has commenced to develop the framework, which will be finalised in 20/21 for implementation in 21/22	Libraries/ Information Technology
5.1.5	Develop online collections and services at local libraries	Increase eAudio and eBook collections	eAudio and eBook collections increased by (%)		eAudio collection now holds 1,638 titles and has grown 9% during 2019/20, eBook collection now holds 4,770 titles and has grown 11% in 19/20 Additional eResources were purchased in response to the COVID-19 closure	Libraries
		Develop library's website and social media presence	Library's website and social media presence established and maintained with an average of number of hits per month		Facebook followers are now at 1,584, this is a 7.8% increase on Jan-Jun, Instagram now has 525 followers	Libraries





Strategy 5.2: Advocate for improved telecommunications and utilities to provide consistency across the region

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
5.2.1	Support Telco Authority – Government Radio Network (GRN)	Complete Proof of Concept on GRN for Telemetry	Proof of Concept completed by 30 June 2020		Continued support to the Telco Authority to complete their Government Radio Network	Information Technology
5.2.2	Support communications providers to maximise communication opportunities on Council assets	Negotiate leases and licences on Council land for telco equipment	Number of leases and or licences providing (\$) income for council per annum		Negotiations continuing over various sites such as Likely Street, Forster & Macwood Road, Smiths Lake	Legal & Property Services




We protect the health and safety of our communities

Objective 6





Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.1.1	Collaborate with local health services and police on community health and safety issues and opportunities	Participate in Local Health Committees across the local government area	At least 75% of scheduled meetings attended in all three localities		7 meetings attended across the region	Community Services
		Participate in Community Safety Precinct Committee meetings across the local government area	At least 75% of meetings attended		3 quarterly meetings were hosted and attended The fourth was cancelled due to pandemic restrictions	Community Services
6.1.2	Develop and implement an integrated compliance strategy, policy and related procedures	Develop a compliance strategy and policy in conjunction with stakeholders and implement procedures to support the compliance strategy and policy	Complete and implement strategy and associated procedures by 30 June 2020		Draft plan has been considered by Council's Policy Committee The plan is being rewritten to address feedback from the committee	Major Assessment & Regulatory Services
6.1.3	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Convene and chair the Local Emergency Management Committee	Number of meetings convened and number attended/chaired		Most scheduled meetings held as planned with appropriate social distancing or video conferencing (November Meeting cancelled due to fires) Additional extraordinary meetings held in response to COVID-19 pandemic and fire emergency(s)	Infrastructure & Engineering

Strategy 6.1: Work together to promote and enhance community safety						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.1.3	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Implement the annual assets improvement programs for emergency management facilities	Annual asset improvement program implemented		Annual plan complete with a new RFS Station finished at Elands, a new shed at Gloucester Fire Control Centre & plans well advanced for the replacement of Rainbow Flat Station after it was destroyed by fire New amenities have been completed at Monkerai & Stroud	Infrastructure & Engineering





Strategy 6.1: Work together to promote and enhance community safety						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.1.4	Promote the improvement of food handling standards at food premises	Inspect and rate local food premises according to a risk profile	Number of premises inspected and results in terms of percentages		149 inspections: 5 Star =120 4 Star = 23 3 Star = 3 Upgraded = 3 Inspection program suspended from 28 March due to COVID-19; inspections undertaken resulting from complaints only and inspections undertaken to assist food business comply with public health orders	Building & Environmental Health Services
		Continual development and promotion of communication strategies to assist in the improvement of food handling standards	Number of food handling seminars/ training sessions conducted and number of participants		Two seminars scheduled and promoted for March Postponed due to COVID-19	
6.1.5	Undertake dog owner regulation compliance	Undertake a service review of Council's companion animals pounds facilities and management	Plan of management developed and adopted by Council by 30 June 2021 (2-year project)		Restructure of Ranger Team has resulted in establishment of a Companion Animal Officer Companion Animal Management Plan to be carried out after recruitment of Companion Animal Officer	Major Assessment & Regulatory Services

Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
6.1.6	Maintain safe work sites to minimise risk to the community	Ensure contractors being engaged by MCC have current and relevant insurance cover (recorded in CIMS) and Safe Work Method Statements	Percentage of contractors with both insurance details registered on CIMS and SWMS on record	 <p>CIMS has ceased to be offered</p> <p>Project Support Officer maintains a register of insurance validity and these are checked and if needed updated prior to engagement of contractors 100% of contractors engaged by Projects & Engineering have appropriate insurance details and SWMS on file</p>	Projects & Engineering
6.1.7	Provide safe public areas	Vandalism and graffiti is recorded and removed	All reported vandalism and graffiti is repaired/ removed according to specified time frames – Percentage completed within timeframe	 <p>100% of all reported graffiti removed within 1 week</p>	Community Spaces, Recreation & Trades
6.1.8	Ensure our roads are safe	Undertake regular planned inspections of road assets in accordance with the adopted standards	Inspections completed as per schedule	 <p>Regular inspections complete as scheduled during normal maintenance</p> <p>Automated condition survey being planned for 2020/2021</p>	Infrastructure & Engineering
6.1.9	Provide safe public swimming pools	Complete water testing in accordance with recognised standards and regulations	Pools tested (frequency) with percentage of compliance	 <p>Chlorinated pool testing conducted 3 times per day</p> <p>100% compliance</p>	Community Spaces, Recreation & Trades

Strategy 6.1: Work together to promote and enhance community safety						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.1.10	Ensure building certification services are customer focused	Maintain continuing professional development of building certifiers	Professional development undertaken by number of building certifiers		Continuing Professional Development training being conducted remotely via online training	Building & Environmental Health Services
		Attend, present to and obtain feedback from building industry groups	Number of presentations given at building industry meetings		Presentations were given to the Master Builders Association meetings at Gloucester and Old Bar	Building & Environmental Health Services
6.1.11	Raise community awareness of swimming pool safety	Maintain a database of swimming pools at commercial/tourist sites-visitor accommodation to provide for a three yearly re-inspection regime	Database maintained with percentage of inspections and percentage of compliance		100% of tourist and visitor pools due for inspection completed, total 12, 42% (5) achieved compliance on first inspection	Building & Environmental Health Services
6.1.12	Develop an integrated essential fire safety measures database	Align processes and consolidate database information for MC1 migration	Database consolidated and processes developed by 30 June 2020		Work progressing on preparing for integration of database into MC1 workflow	Building & Environmental Health Services
6.1.13	Establish a building fire safety upgrade program	Consolidate existing databases of buildings undergoing fire safety upgrades	Database updated and completed by 30 June 2020		Work progressing on preparing for integration of database into MC1 workflow	Building & Environmental Health Services
		Develop a framework and process for conducting new upgrades and monitoring the progress of existing building upgrading projects	Framework developed and processes implemented with number of building upgrade projects identified		Work progressing on preparing for integration of database into MC1 workflow and examination of preset MC1 templates to occur	Building & Environmental Health Services





Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.2.1	Implement secure and resilient Water and Sewer communication network with 99.999% uptime	Upgrade remaining sites in accordance with risk and budget	All critical sites for Manning, Great Lakes and Myall updated by 30 June 2020		All critical sites for Manning, Great Lakes and Myall have been upgraded	Information Technology
6.2.2	Work with stakeholders to support and sustain connection of water and sewer services	Negotiate and secure easements and other instruments to support tenure	All legal requirements to support tenure are in place		Water Services continues to negotiate easements and other instruments ensuring all legal requirements are in place	Planning & Assets
6.2.3	Develop and maintain stormwater management systems in accordance with asset management plans	Undertake capital improvements to the storm water drainage system in accordance with work programs	Percentage of scheduled works completed on time and on budget		72% of works completed on time and budget	Transport Assets
		Finalise the Storm Water Management Plan for Bulahdelah and Coomba Park	The Storm Water Management Plan for Bulahdelah and Coomba Park completed by 1 December 2019		Complete	Transport Assets




Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.2.4	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Monitor customer consumption and raw water availability	Reported in Water Services Executive Monthly report	✔	Monthly reported water availability and customer consumption as required	Water Management & Treatment
		Continue optimising efficient use of resources used for water and sewerage services	Resource consumption trends for water and sewerage services to be reported to Council annually	✔	Annual report on resource consumption trend for 2018/19 in comparison of previous fourteen financial years completed in 2019	Water Management & Treatment
		Continue implementation of the Drinking Water Quality Management Plan, including regular reporting to NSW Health, 3rd party auditing and interim review of the adopted plan	Implementation to be reported quarterly; 3rd party audit and review to be presented to Council within 2 months of completion	✔	Implementation to be reported quarterly and the independent audit and review has been reported to Council	Water Management & Treatment
		Continue implementation of the Recycled Water Quality Management Plans including regular monitoring, reporting and review	Recycled water volumes, risks and issues reported in Water Services Executive Monthly report	✔	Monthly reported recycled water volumes, risks and issues as required	Water Management & Treatment
		Monitor trade waste, surface and groundwater catchments for compliance with regulator conditions	Reported annually through DOI Water local water utility performance report framework; The annual DOI Water local water utility performance report will be tabled with Council	✔	Annual reporting through DOI Water local water utility performance report as required	Water Management & Treatment



Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.2.4	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	<p>Deliver capital projects to improve the environment and health performance of water services systems, including:</p> <p>Construction of Pacific Palms STP Stage</p> <p>1 – Wet weather storage</p> <p>Chemical dosing system upgrades for water supply and sewerage</p> <p>Construction Hallidays Point Sewerage Pump Station HP13</p>	Monthly Water Services Infrastructure Project status reports will indicate performance to budget and schedule including key gateway milestones	   	<p>Project on hold due to storm damage and insurance claim Project incorporated into the Operational Plan 2020/21</p> <p>Water supply chemical systems upgrades complete</p> <p>Sewerage Treatment Plant chemical systems upgrade incorporated into the capital works plan for 2020/21</p> <p>Works have commenced on the rising main and project incorporated into the Operational Plan 2020/21</p>	Capital Works



Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.2.5	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Design the replacement Gloucester Sewerage Treatment Plant	Monthly Water Services Infrastructure Project status reports will indicate performance to budget and schedule including key gateway milestones		Preferred concept design identified and stakeholder consultation underway, including government agencies Detailed design to be completed by June 2021 and forms part of the 2020/21 Operational Plan	Planning & Assets
		Design the Gloucester Water supply reservoir replacement project	Monthly Water Services Infrastructure Project status reports will indicate performance to budget and schedule including key gateway milestones		Concept design completed Detailed design to be completed, construction commenced by June 2021 and forms part of the 2020/21 Operational Plan	Planning & Assets
		Deliver the annual infrastructure asset renewal programs in accordance with the adopted Asset Class Management Plans	Monthly Water Services Infrastructure Project status reports will indicate performance to budget and schedule including key gateway milestones		Project status reports indicate that all planned asset renewals programs have been completed	Planning & Assets

Strategy 6.3: Increase the capacity of community, businesses and organisations to understand and meet public health standards

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.3.1	Educate community, businesses and organisations on public health standards	Community public health education to be provided through the provision of routine inspections and by responding to community complaints	Percentage of complaints responded to in line with published service standards; Number of routine inspections conducted with results		80 Environmental Health complaints actioned prior to COVID-19 pandemic	Building & Environmental Health Services
		Council to conduct routine inspections of retail food businesses, hair dressers, skin penetration premises and cooling towers to ensure public health outcomes are achieved	Number of routine inspections conducted with results		Pre-operational inspections of businesses being undertaken, Taree area cooling tower inspections completed Remaining inspections limited to reacting to complaints due to COVID-19	Building & Environmental Health Services

Strategy 6.4: Encourage physical health and fitness through provisions of appropriate recreational facilities

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
6.4.1	Develop a strategic plan for the provision of appropriate recreational facilities	Implement a strategic plan for the provision of appropriate recreational facilities across the MidCoast LGA	Strategic plan developed and adopted by Council by 30 June 2020		Identified as a deliverable in the 2020/21 Operational Plan	Community Spaces, Recreation & Trades
		Review the distribution of current recreational facilities and undertake a needs analysis for new and updated facilities	Needs analysis completed and budget bid prepared to fund identified requirements by 31 January 2020		Will be delivered as part of the Strategic Plan of recreational facilities strategic plan in 2020/21	Community Spaces, Recreation & Trades

WE VALUE...

our environment






We protect, maintain and restore our natural environment

Objective 7

Strategy 7.1: Value, protect, monitor and manage the health and diversity of our natural assets, wildlife and ecosystems




Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
7.1.1	Develop and implement natural area management plans for community land	Collect baseline biodiversity data, map vegetation, and weed distribution and density for high priority community land	Biodiversity data collected, vegetation mapped and weed distribution patterns established by 30 June 2020	 <p>While the mapping of vegetation & weed distribution has been undertaken for some of Council's natural areas, the development of the data collection software has experienced technical difficulties which has delayed the commencement of the reserve audits</p> <p>Expected to be rectified within the next 2 months</p>	Natural Systems
7.1.2	Develop and implement a Biodiversity Framework for the MidCoast LGA	Develop a Biodiversity Framework that aligns with broader Council vision, policy and objectives	Biodiversity Framework developed to align with Council Vision, policy and objectives by 30 June 2020	 <p>The draft Version 1 Biodiversity Framework was prepared</p> <p>An internal cross-Council consultation was undertaken resulting in a revision to Version 2</p> <p>A community Engagement Plan has been developed and preparation of communications material is underway</p>	Natural Systems

Strategy 7.1: Value, protect, monitor and manage the health and diversity of our natural assets, wildlife and ecosystems




Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
7.1.2	Develop and implement a Biodiversity Framework for the MidCoast LGA	Progress local area biodiversity management plans for Tinonee, Brimbin, and Khappinghat to Darawank	Management plans developed by 30 June 2021		Local area biodiversity management plans have been commenced for all project areas Plans are on track for June 2021 deadline	Natural Systems
7.1.3	Design and implement stormwater quality measures for capital projects as appropriate	Design and construct water quality measures into capital projects, with a focus on projects with high pollutant potential	Percentage of capital projects which include water quality measures		100% of capital projects include water quality measures	Transport Assets
7.1.4	Ensure that our areas and features of high natural environmental value are properly recognised and protected in land use planning	Complete the Rural Strategy - to provide a consistent framework for the zoning and identification of areas and features of high environmental value	Rural Strategy completed by December 2020		Draft Rural Strategy recommenced following urban areas exhibition Council reports and exhibition scheduled by the end of 2020	Land Use Planning

Strategy 7.2: Ensure climate change risks and impacts are understood and managed



Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
7.2.1	Ensure climate change impacts are incorporated in Coastal Management Plan and Floodplain studies and plans	Ensure Sea Level Rise predictions are considered in the Flood Risk Management Studies and Plans for the Manning River, Karuah River, Gloucester and Port Stephens	Sea level rise predictions incorporated into the Flood Risk Management Plans and contingency plans included		Sea level rise predictions have been Incorporated into all modeling for the Floodplain Risk Management Study and Plans	Transport Assets
7.2.2	Develop and implement a strategic response to climate change risk along the MidCoast LGA coastline	Complete preparation of a Coastal Management Program for the Old Bar Manning Point coastal compartment	Draft CMP prepared by 30 June 2020		Scoping study completed, sand scraping trial successfully completed and monitored, final draft Racecourse Creek flood study and report completed, ground penetrating radar and probabilistic hazard assessment completed Work required on options assessment, community engagement and Cost Benefit Analysis It is estimated that the completion to a draft plan for exhibition will take a further 8 months	Natural Systems
7.2.3	Develop appropriate responses to climate change in land use planning	Complete the Rural Strategy – including identification of climate change related threats and opportunities to waterways, rural and natural environments of the MidCoast	Rural Strategy completed by December 2020		Draft Rural Strategy recommenced following urban areas exhibition Council reports and exhibition scheduled by the end of 2020	Land Use Planning

Strategy 7.3: Protect, maintain and restore water quality with our estuaries, wetlands and waterways						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
7.3.1	Invest in science that informs management of catchment, estuaries and wetlands	Prepare and communicate results of the annual Waterway Health Report Card	Release of results at a community event		Report card completed and released at community event 500 people engaged at 7 community engagement events including the Lakeside Living Museum Report Card release event	Natural Systems
7.3.2	Develop a Manning River Coastal (catchment and estuary) Management Plan (CMP)	Undertake community engagement to inform the Manning Estuary CMP	Community engagement strategy implemented		Values survey and farmer consultation complete, reports on MCC web site Stage 2 Scientific research shared with stakeholders Community Reference Group and Technical Working Group consultation underway Work plan complete and grant application submitted for Stages 3-4	Natural Systems
7.3.3	Undertake acid sulfate soil remediation and wetland management	Undertake priority implementation projects within the Lower Manning River Drainage Remediation Action Plan	(\$ invested and number of actions commenced		NSW Fish Habitat funding and coast and estuaries funding received for Acid Sulphate Soil (ASS) Remediation ASS Investigation completed for Pampoolah Floodplain with funding assistance from Hunter LLS Planning and development of Cooperook Swamp ASS Restoration Project progressed and Cost Benefit Analysis for the Big Swamp ASS Remediation Project was completed; 4 Actions	Natural Systems


Strategy 7.3: Protect, maintain and restore water quality with our estuaries, wetlands and waterways						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
7.3.4	Develop and maintain a strategic approach to stormwater quality management	Prioritise areas for stormwater plan development and review, commence review of priority plans	Review of priority plans completed		Prioritisation of areas complete Review of stormwater for Coomba Park complete Remainder of plans due for completion 20.21	Natural Systems
7.3.5	Ensure that Council's land use planning controls include appropriate provisions to manage the quality of stormwater runoff from new development	Ensure appropriate water quality objectives and principles of water-sensitive design are considered in rezonings	All Planning Proposal lodged with Council give proper consideration to achieving water quality objectives		Considered in all relevant planning proposals	Land Use Planning

Strategy 7.3: Protect, maintain and restore water quality with our estuaries, wetlands and waterways						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
7.3.6	Protect water catchments to sustain high quality and dependable water supplies across the region	Complete the Rural Strategy - including identification of threats and opportunities to waterways, water catchments and water supplies of the MidCoast	Rural Strategy completed by December 2020		Draft Rural Strategy recommenced following urban areas exhibition Council reports and exhibition scheduled by the end of 2020	Land Use Planning
7.3.7	Improve levels of water recycling/ reuse and the quality of effluent discharged into the environment	Maintain effluent discharge monitoring to meet or exceed licence conditions	Annual EPA licence return reports to be provided for each licence. Risks/incidents to be presented to Council in the Water Services Executive Monthly report		Annual licence return reported to EPA as required; monthly risk/incidents report to Council as required	Water Management & Treatment
		Pursue opportunities to increase the level of reuse where there is a beneficial business case	Recycled water volumes will be reported in Water Services Executive Monthly report. Business cases will be prepared for consideration when opportunities arise		Monthly recycled water volume report to Council as required	Water Management & Treatment


Strategy 7.4: Improve the capacity of industry and the community to achieve the best possible outcomes for the natural environment

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
7.4.1	Engage with the community to develop understanding of estuary, water quality, weed biosecurity and biodiversity	Deliver Backyard Bushcare program with focus on completion of Pacific Palms area and commence program at Green Point and Cape Hawke Forster	Programs completed by 30 June 2021	 <p>Property inspection program completed for Pacific Palms and Green Point</p> <p>2 community workshops held including a 'Discover the Dunes' event with the local Land Care group and a weed removal workshop</p> <p>Additional weed workshops and events cancelled due to COVID-19</p>	Natural Systems
		Develop a bushcare program to guide on-ground volunteer involvement in the management of bushland reserves	Program developed by 30 June 2021	 <p>Discussions have commenced with local community groups including Manning Coastcare and Regional Landcare with the aim of developing a Memorandum of Understanding to formalise the partnership and provide a framework for communication</p>	Natural Systems

Strategy 7.5: Ensure our natural assets are maintained to standard appropriate to their use

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
7.5.1	Ongoing implementation of Natural Resource Management plans and strategies	Undertake implementation projects including riverbank management, catchment management and biodiversity conservation in priority areas	(\$ invested; Number of actions commenced		NSW Fish Habitat Action grants (\$40k). Funding received for riverbank restoration project at North Moto through the NSW MEMS Program(\$50k) A range of on-ground works have been completed to conserve biodiversity and protect the catchment including a number of grant funded riverbank restoration projects at Dumaresq Island, the Lansdowne River at North Moto and on the Wallamba River	Natural Systems




Strategy 7.5: Ensure our natural assets are maintained to standard appropriate to their use

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
7.5.2	Ongoing implementation of the NSW Weeds Action Program	Undertake high priority aquatic and terrestrial weed management, inspection, engagement and enforcement	Number of inspections completed	 <p>Key priorities delivered</p> <p>1,149 property inspections for priority weeds including Tropical soda apple, Frogbit, Parthenium Weed, Alligator weed</p> <p>Tropical soda apple inspections have dominated the weeds program since February 2020 with 30 large properties identified with moderate to high infestations</p> <p>Other significant projects include tenure neutral Groundsel bush management with multiple stakeholders in the northern sector of LGA, Senegal Tea control in the Manning Catchment, Frogbit control Pioneer wetlands Forster, evaluation of drones for weed control on bitou bush from Crowdy Head to Yaccaba Peninsula.</p> <p>COVID-19, drought, fire and flood have all impacted weed projects during 2019/20</p>	Natural Systems

Strategy 8.1: Sustainably manage our waste through reduction, reuse, recycling and repurposing

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
8.1.1	Reduce the amount of waste that goes to landfill per capita	Undertake community and schools education programs on avoiding and reusing waste	Number of education programs conducted; number of participants	 Community and school education programs on avoiding and reusing waste identified in draft Waste Education Plan, with design and implementation of program scheduled for 2020/21	Engagement, Communication & Education
		Build transfer station at Stroud Landfill to maximise diversion of waste to landfill - EPA grant funding dependent	Application made for grant funding of (\$) which was Successful/ Unsuccessful; Transfer station construction completed	 Construction drawings are in progress, MCC have been successful in a small \$10K grant to include a community recycling centre into the transfer station	Waste
		Investigate FOGO (Food Organics & Garden Organics) introduction into the Green collection bins for 2021 waste collection contract	Preparation made to put in place a waste collection contract	 When EPA grants become available, MCC will apply for some research and development into the different FOGO options for the MCC region. FOGO has been included in the MCC Waste Strategy 2030 for further investigation	Waste

Strategy 8.1: Sustainably manage our waste through reduction, reuse, recycling and repurposing						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
8.1.2	Maintain the level of beneficial reuse of biosolids from wastewater treatment	Monitor the suitability/feasibility of biosolids for disposal by land application	Level of beneficial reuse of biosolids to be presented to Council in annual performance data	✓	100% of biosolids beneficial reuse for all the treatment plants as required Percentage of biosolids beneficial reuse included in the monthly report from June 2020	Water Management & Treatment
8.1.3	Enhance re-use of roads material	Develop a stockpile management guideline for the storage and future re-use of road maintenance generated materials	Stockpile management procedure completed and included in suite of road maintenance procedures by 30 June 2020	✓	Stockpile Management Plan developed and issued to staff Monitoring performance	Operations

Strategy 8.2: Proactively manage our resource consumption						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
8.2.1	Develop and implement a Sustainability Action Plan for Council assets and operations that focuses on minimising consumption	Evaluate Council's Planet Footprint data and identify opportunities to reduce our energy and water consumption	Planet Footprint provides this data. Prepare proposals to reduce our energy and water consumption for adoption by MANEX/ Council		The consultancy, '100% Renewables' has been engaged to prepare a Climate Change Policy and a Climate Change Mitigation and Adaptation Plan	MANEX
		Identify baseline carbon emissions, identify carbon emission reduction targets and commence development of a plan to reduce emissions	Planet Footprint provides this data. Prepare proposals to reduce our carbon emissions for adoption by MANEX/ Council		Workshops have been held with key staff to identify climate change risks and develop adaptation actions	MANEX
8.2.2	Optimise the efficiency of our water and wastewater infrastructure	Investigate the feasibility of using storage and control to attenuate peak flows in the sewerage systems and reduce peak energy consumption	To be reported as part of the monthly Water Services Infrastructure Project Status report in the Sewerage Pump Station renewals program		Peer to peer communications between Sewerage Pump Stations for Tea Gardens and Cundletown is part of the Operational Plan for 2020/21	Planning & Assets
		Monitor, report on and action opportunities to increase energy efficiency across the water and sewerage networks, including implementing alternative energy sources where feasible	To be reported as part of the monthly Water Services Infrastructure Project Status report in the relevant water/ sewer asset renewals programs			Reported as required

We balance the needs of our natural and built environments

Objective 9




Strategy 9.1: Ensure growth and new development complements our existing natural assets, cultural assets and heritage sites

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
9.1.1	Design new Council developments to complement the surrounding environment	Design the Civic Precinct and Main Beach projects in Forster to be sympathetic with the surrounds	Number of stakeholder engagement sessions undertaken	 <p>Project currently on hold due to the financial impacts of the COVID-19 pandemic</p> <p>Council and the developer are working through various issues to enable construction to re-commence</p>	Legal & Property Services
9.1.2	Reduce pollutant, sediment and nutrient loads from new development	Refurbish Townsend Street Wetland and selected Palms Estate Bioretention systems	Bioretention systems refurbished by 30 June 2021	 <p>Refurbishment of Townsend Street Wetland complete</p> <p>Planting the batters of the wetland is required to finalise this project, this will take place in Q1 2020/21</p> <p>Plans for refurbishing Palms Estate Bioretentions complete, refurbishment to commence Q1 2020/21</p>	Natural Systems
9.1.3	Implement a dredging program to maintain safe and sustainable recreation use of waterways	Implement a navigation dredging strategy including monitoring and/or maintenance works for priority sites in the Manning, Myall and Wallis estuaries	This is an ongoing program; Percentage completed	 <p>Harrington dredging completed and lower Myall River dredging ahead of schedule</p> <p>Farquhar pending due to delays in issuing AHIP and Crown land licence</p> <p>Tuncurry Channel and Farquhar Park/South Arm channels will be completed in 2020/21</p>	Natural Systems





Strategy 9.1: Ensure growth and new development complements our existing natural assets, cultural assets and heritage sites

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
9.1.4	Prepare a MidCoast Local Environmental Plan and Development Control Plan that includes provisions to manage and protect our natural and heritage values	Complete the Rural Strategy to provide a consistent framework for the management and protection of heritage values outside of our urban areas	Rural Strategy completed by December 2020		Draft Rural Strategy recommenced following urban areas exhibition Council reports and exhibition scheduled by the end of 2020	Land Use Planning
9.1.5	Ensure that investigations for new growth areas identify natural assets and heritage sites and that development is excluded or impacts managed in these areas	Complete the Housing Strategy and Rural Strategy to provide a framework for the investigation of identified and future growth areas, that recognise and exclude or manage impacts on natural assets, heritage areas and sites	Housing and Rural Strategies completed by December 2020		Exhibition complete on Housing Strategy Final report to Council by September 2020 Draft Rural Strategy recommenced following urban areas exhibition Council reports and exhibition scheduled by the end of 2020	Land Use Planning



Strategy 9.2: Optimise land use to meet out environmental, social, economic and developmental needs

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
9.2.1	Undertake strategic management of Council's land portfolio	Actively promote and market Council owned lots within land developments to facilitate land sales	Percentage increase in sales of council owned land		Chapmans Rd Tuncurry placed on the market for sale with Colliers International DA submitted for industrial land at Tea Gardens, once approved, three lots in that subdivision will be marketed with an agent and sold 80 Stroud Street, Bulahdelah approved by Council for listing with a local agent	Legal & Property Services
		Review, revise and prepare plans of management for all Council managed showgrounds	Plans of management prepared and implemented by 30 June 2020		Plan of Management for Bulahdelah Showground and Nabiac Showground complete To be adopted by Council	Community Spaces, Recreation & Trades
9.2.2	Manage and maintain Council's building assets on a sustainable basis	Develop annual works program for maintenance, upgrade and improvement of public buildings that reflect the needs of the users and asset management plan	Works program prepared with recommendations for funding for maintenance and upgrade to be considered for the 2020/21 budget		A maintenance and upgrade works program has been prepared in accordance with the 2020/21 approved budget	Community Spaces, Recreation & Trades



Strategy 9.2: Optimise land use to meet out environmental, social, economic and developmental needs

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
9.2.3	Develop consistent land use planning controls for the MidCoast LGA that reflect the aspirations of the community, recognise the differences in our settlements and which strike a balance between protecting our environment while catering for social, development and employment needs	Review of various zones completed to inform the development MidCoast LEP and DCP's	Zone reviews completed by June 2020		Exhibition of urban areas completed April 2020 Final report to Council by September 2020 Exhibition of rural areas scheduled Q4 2020 Delayed due to COVID-19 and Local Strategic Planning Statement	Land Use Planning
		Undertake site specific re-zonings that demonstrate strategic merit to facilitate economic development opportunities and to meet the growth needs of the population	Planning proposals lodged with Council are reviewed to determine strategic merit		All potential planning proposals have been considered for strategic merit prior to acceptance of the application	Land Use Planning
9.2.4	Monitor the supply of and demand for residential land to enable Council to program new land releases	Complete a Residential Urban Land Monitor	Monitor completed by June 2020		Exhibition complete Final report to Council by September 2020 Delayed due to COVID-19 and Local Strategic Planning Statement	Land Use Planning
9.2.5	Undertake activities that ensure processing of development applications is efficient and effective	Implement a revised internal referral process for more efficient development assessment	Efficiencies achieved in the development assessment process with average time taken improving		Completion of the internal referral process has improved referral times and development assessment timeframes	Major Assessment & Regulatory Services

Strategy 9.3: Promote greater utilisation of sustainable design in new developments

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
9.3.1	Implement planning controls and incentives to ensure development incorporates sustainable development principles and high standards of built form that reflect the character and role of each of our settlements	Commence preparation of development design guidelines for the Manning Health/Taree CBD Precinct Plan to encourage a high standard of built form for new development	Manning Health and CBD Precinct Plan completed by June 2020		Exhibition complete Final report to Council by September 2020 Delayed due to COVID-19 and Local Strategic Planning Statement	Land Use Planning
		Ensure that appropriate built form controls are included in the new MidCoast Development Control Plan	Program for preparation of MidCoast Development Control Plan established by June 2020		New Development Control Plan guidelines from State Government delayed Project deferred to 2020/21	Land Use Planning

Strategy 9.4: Encourage well designed streetscapes in urban centres

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
9.4.1	Develop streetscape plans for all urban centres	Finalise urban street tree planting schedule for MCC area	Urban street tree planting schedule completed and implemented by 30 June 2020		Schedule complete Will be utilised in conjunction with street tree replacements	Community Spaces, Recreation & Trades
9.4.2	Incorporate streetscape considerations in road designs	Ensure that opportunities for improvement to streetscapes are considered in any designs for road upgrades	Other than general tidy up, how many road projects have involved unique streetscape improvements		Unique streetscape enhancements have been included in design for the following projects: Queen Street, Farquhar Street, Isabella Street, Old Bar Rd, and Blackhead Rd	Projects & Engineering

WE VALUE...




our thriving and growing
economy







Our region is a popular place to visit, live and invest

Objective 10




Strategy 10.1: Develop and promote our region as an attractive visitor destination offering products and experiences that meet the needs of our visitors and residents

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
10.1.1	Develop opportunities to revitalise existing or create new visitor experiences and products in line with the Destination Management Plan	Develop and implement a program to build the capacity of the local tourism and hospitality industry in developing product/experiences to meet the needs of target markets	Capacity building program implemented and number of local operators participating		Product & Experience Audit & Framework completed Product Development Workshops developed Implementation of workshops delayed due to COVID-19 New Product electronic direct mail (newsletter) developed for Industry	Growth, Economic Development & Tourism
10.1.2	Develop and market the MidCoast destination to attract identified target visitor markets	Develop and implement the Barrington Coast Marketing Plan (2019-20)	2019/20 Marketing Plan completed; Core Marketing Performance Measures established and implemented		2019/20 Marketing Content Plan completed & implemented Core Marketing KPI's established & implemented	Growth, Economic Development & Tourism
		Engage with Tourism Australia, Destination NSW and Destination North Coast on the Barrington Coast Marketing Plan to ensure that key partner considerations and opportunities are identified	Key Stakeholder Communication Plan implemented; Number of engagement and collaborative opportunities undertaken		Stakeholder Communication Plan implemented At least monthly communication with Tourism Australia, Destination NSW (DNSW), Destination North Coast & National Parks & Wildlife Agreement negotiated with DNSW for Barrington Coast dedicated webpages on visitnsw.com.au	Growth, Economic Development & Tourism



Strategy 10.1: Develop and promote our region as an attractive visitor destination offering products and experiences that meet the needs of our visitors and residents

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
10.1.2	Develop and market the MidCoast destination to attract identified target visitor markets	Establishment of brand tracking performance measures	Brand performance tracking measurements established		Brand performance tracking measurements established and utilised	Growth, Economic Development & Tourism
		Develop & implement a reliable dashboard to measure and report on Key Performance Indicators linked to Destination Management objectives	Dashboard and performance reporting schedule implemented		KPI's for destination management activity incomplete due to Bushfires & COVID-19 Dashboard to be finalised on completion of Visitor Services Strategy & new Destination Website Completion Aug 2020	Growth, Economic Development & Tourism
10.1.3	Develop and deliver a first class customer experience for visitors and residents across all channels and visitor touch points	Commence implementation of recommendations outlined in the Barrington Coast Visitor Services Strategy Action Plan	Number of recommendations implemented		Delayed due to COVID-19 Visitor Service Strategy to be completed in latter part of 2020	Growth, Economic Development & Tourism
		Conduct training/information sessions for destination management staff on the brand, marketing plan and visitor services strategy	Number of training sessions conducted with number of attendees		Information exchange sessions conducted regularly at team meetings throughout the year At least 30 sessions	Growth, Economic Development & Tourism






Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new business

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
10.2.1	Strengthen the region as a location of choice for business to invest	Finalise the Manning Health/ Taree CBD Precinct Plan, providing opportunities for additional investment in medical and business sectors in the MidCoast area	Manning Health and CBD Precinct Plan completed by June 2020		Exhibition complete Final report to Council by September 2020 Delayed due to COVID-19 and Local Strategic Planning Statement	Land Use Planning
		Continue to seek opportunities for funding of the Northern Gateway Transport Hub consistent with priorities established the Regional Economic Development Strategy (REDS)	Number of applications submitted; Amount of funding secured; Construction of roundabout commenced		\$15M has been committed by NSW Government Details of the funding agreement are currently being negotiated, this agreement will determine what will be delivered with this money and when design of roundtable commenced	Growth, Economic Development & Tourism
10.2.2	Create a supportive environment for business to invest and grow	Deliver a program of capacity and skills building workshops for local businesses based on identified needs including opportunities for businesses to improve their capacity to supply to Council	Number workshops conducted with number of attendees		2 workshops planned for the first half of the 2019/20 year were cancelled due to the bushfire emergency COVID-19 restrictions continue to impact the ability to deliver workshops State & Federal Governments have provided resources in this space and there is already duplication occurring It was determined to reallocate resources to supporting businesses to engage with training already being provided by State & Federal agencies	Growth, Economic Development & Tourism


Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new business

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
10.2.2	Create a supportive environment for business to invest and grow	Facilitate regular meetings of the MidCoast Economic Development Working Group	Number of meetings held		<p>4 meetings were held between July and December 2019</p> <p>Final meeting for 2019 was cancelled due to the fire emergency</p> <p>2 meetings for 2020 were held via Zoom</p> <p>The group is currently under review</p>	Growth, Economic Development & Tourism
10.2.3	Market the MidCoast region	In addition to the marketing program for attracting visitors, continue to investigate other targeted marketing opportunities which link with the identified strengths of the region identified in the Regional Economic Development Strategy (REDS)	Number of marketing opportunities identified and delivered		<p>Successful attendance at Asia Pacific Incentive and meetings event</p> <p>“Cheers to Recovery Business Events” videos filmed and promoted in conjunction with Destination Network</p> <p>Supporting #TeamTaree in their development of the “I Love Taree Campaign”</p>	Growth, Economic Development & Tourism


Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new business

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
10.2.4	Develop capacity and skills building, networking and partnership opportunities for the tourism and hospitality industry	Develop and implement an annual program of capacity and skills building workshops for the tourism and hospitality industry	Number workshops conducted with number of attendees		23 workshops & 24 phone consultations delivered to 45 businesses Program delayed due to Bushfires & COVID-19	Growth, Economic Development & Tourism
		Facilitate regular meetings of the Barrington Coast Destination Management Reference Group	Number of meetings held		2 Reference Group Meetings held (1 cancelled due to Bushfires) COVID-19 restricted further meetings in 2020	Growth, Economic Development & Tourism
10.2.5	Reduce the economic impact of charges for Water & Wastewater services	Review current water industry approaches to social responsibility and social hardship and present options to Council	Report options to Council by February 2020		Incorporated into the Operational Plan for 2020/21	Planning & Assets
		Prepare a business case for implementation of 'smart water meters' for community consultation	Business case to be prepared by 31 December 2019, with community consultation to progress in early 2020		Draft to be completed by July 2020 Community consultation to occur via Engagement, Communication & Engagement team during late 2020 The trial of smart meters is incorporated into the Operational Plan for 2020/21	Planning & Assets
10.2.6	Review Council land portfolio and commercial services operations	Investigate options for the use or disposal of excess Council land	As required on an ad hoc basis, reports provided to Council		Continuing to investigate disposal options	Legal & Property Services

Strategy 10.3: Increase opportunities for quality education and training

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
10.3.1	Strengthen opportunities in the region for youth employment	Investigate options to partner with or participate in funded youth employment and training programs such as the Regional Development Australia (RDA) Youth Blue Print	Number of participants from the MidCoast area	 <p>Participation in online careers talks continues</p> <p>Also supporting local career advisors to link students with business mentors, job opportunities and work experience providers</p> <p>Supporting RDA in the launch of the online My Future Workforce platform</p>	Growth, Economic Development & Tourism




Strategy 10.4: Advocate for and identify opportunities for increased workforce participation

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
10.4.1	To improve workforce participation across the MidCoast Region	Economic Development Working Group will investigate workforce participation opportunities and make recommendations for consideration	Investigations undertaken and recommendations made	 <p>Confirmation the Taree University Campus will encompass an innovation and co-working space to assist with income generation has removed this from a Council focus</p> <p>Staff continue to liaise with businesses and link employment opportunities through programs such as those delivered via the school system</p> <p>Staff continue to distribute training opportunities to assist workers to retrain into new careers</p>	Growth, Economic Development & Tourism




Our villages and business precincts are vibrant, commercial, cultural and social hubs

Objective 11



Strategy 11.1: Implement innovative programs and projects to support business precincts in creating and maintaining vibrant spaces

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
11.1.1	Explore and implement major project opportunities	Progress development for Civic Precinct Project, Forster	Progress on track with expected completion deadline		Project currently on hold due to the financial impacts of the COVID-19 pandemic Council and the developer are working through various issues to enable construction to re-commence	Legal & Property Services
11.1.2	Improve quality of facilities and programs offered to the public in recreation spaces	Ensure that the aquatic and leisure facilities are managed in a professional manner and according to contract conditions	Facility managed in line with contract conditions		The COVID-19 pandemic necessitated renegotiation of the contractual arrangements for the facilities due to closure of the facilities from the end of March through to 30 June 2020 (and beyond) Extensive maintenance work was carried out by Council to improve the quality of the facilities during the closure period, including the replacement and installation of new electrical items, carpet and paint for Great Lakes and pool repairs for Manning	Legal & Property Services
11.1.3	Create a supportive environment for business to invest and grow	Continue to create and promote innovative programs to facilitate vibrant business precincts including the Vibrant Spaces initiative	Number of businesses registered; Number of town centres participating		151 business registrations as at 30 June 2020 across 13 townships	Growth, Economic Development & Tourism


Strategy 11.2: Support and encourage the development and attraction of strategic events

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
11.2.1	Develop a coordinated approach to supporting events in the area	Implement the integrated MidCoast Events Sponsorship Policy 2019 for events taking place in 2019/20	Number of events sponsored	 <p>\$151,940 allocated across 51 events</p> <p>Many events in the second half of 2019/20 were affected by COVID-19 restrictions with funding carried over to the 2020/21 period to support event organisers</p>	Growth, Economic Development & Tourism
		Continue to provide a capacity building program for event organisers such as training, workshops and resources to improve outcomes and sustainability of local events	Number of training workshop conducted with number of attendees; Number of resources developed	 <p>2 'Event Organiser Q&A Panels' were held in the first half of 2019/20 23 attendees participated (Numbers were impacted due to the timing of the nights coinciding with the fire emergency)</p> <p>Event organisers were significantly impacted by COVID-19 with limited resources, it was decided to cancel further workshops until a more stable operating environment for events is in place</p>	Growth, Economic Development & Tourism
11.2.2	Attract and/or develop event opportunities that drive visitation, activate key visitor markets and assist delivery of strategic destination management objectives	Implement integrated policy and procedure for assessing applications for support for events being held in the area	Policy and associated procedures developed and implemented and subsequently used to assess number of applications	 <p>\$151,940 allocated across 51 events</p> <p>Many events in the second half of 2019/20 were affected by COVID-19 restrictions with funding carried over to the 2020/21 period to support event organisers</p>	Growth, Economic Development & Tourism

Strategy 11.3: Ensure strategies and processes recognise, maintain and support sustainable economic growth

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
11.3.1	Develop a suite of industrial and business land use zones and other planning controls to facilitate economic growth	Complete an Employment Zone Review to provide a consistent framework for the application of business and industrial zones and development controls in the MidCoast Local Environmental Plan and Development Control Plan	Employment Zone Review completed by June 2020		Exhibition complete Final report to Council by September 2020 Delayed due to COVID-19 and Local Strategic Planning Statement	Land Use Planning
11.3.2	Identify business and employment opportunities afforded by the Manning Rural Referral Hospital by developing a health precinct strategy as well as identifying ways to maintain the retail and commercial role of the Taree CBD, centred on Victoria Street	Finalise the Manning Health/Taree CBD Precinct Plan, identifying key gaps in the health and business sectors that can be used to promote investment in the precinct	Manning Health and CBD Precinct Plan completed by June 2020		Exhibition complete Final report to Council by September 2020 Delayed due to COVID-19 and Local Strategic Planning Statement	Land Use Planning



Strategy 11.4: Use existing knowledge, expertise and technology to develop businesses based on new ways of thinking

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
11.4.1	Improve the use of digital technology to develop businesses based on new ways of thinking	Provision of one-on-one and group training and advice to Barrington Coast Tourism Partners to increase capacity	Digital capacity objectives and performance measures established and implemented; Number of businesses assisted		23 workshops & 24 phone consultations delivered to 45 businesses Program delayed due to Bushfires & COVID-19	Growth, Economic Development & Tourism

We encourage greater rural and agricultural economic diversity

Objective 12

Strategy 12.1: Encourage diversification and sustainability of agribusiness through the utilisation of sustainable farming practices, new technologies and innovation

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
12.1.1	Work closely with property and commercial services stakeholders to maximise usage of Council commercial assets	Work with stakeholders at Nabiac stockyards and Gloucester saleyards to maximise usage of those assets	Number of stakeholder meetings held and number of actions implemented		Ongoing improvements to saleyards to reduce maintenance costs and improve animal welfare Adoption of selling methods to continue essential industry function during COVID-19 pandemic Continuing discussions with sale agents to maximize usage of the stock yards and sale yards	Legal & Property Services
12.1.2	Initiate a “Sharing our Produce” capacity building and networking program to encourage greater awareness, use and promotion of local produce as part of developing experiences in line with the Destination Management Plan	Ongoing implementation of dedicated producer/ hospitality workshops, collaboration and networking opportunities	Number of workshops conducted with number of participants		Product & Experience Audit & Framework completed Product Development Workshops developed Implementation of workshops delayed due to COVID-19 To be undertaken in 2020 New product Electronic Direct Mail (EDM) developed for Industry	Growth, Economic Development & Tourism

Strategy 12.1: Encourage diversification and sustainability of agribusiness through the utilisation of sustainable farming practices, new technologies and innovation

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
12.1.3	Prepare a rural land use strategy that identifies, protects, manages and reinforces rural activities, industry and agribusiness	Complete the Rural Strategy - to identify threats and opportunities for rural activities, industries and agribusiness in the MidCoast	Rural Strategy completed by December 2020		Draft Rural Strategy recommened following urban areas exhibition Council reports and exhibition scheduled by the end of 2020	Land Use Planning
12.1.4	Identify and protect important agricultural land including intensive agriculture clusters and protect, manage and reinforce agribusiness in local land use plans	Complete the Rural Strategy - to provide a consistent framework for the identification and protection of important agricultural land, agricultural clusters and agribusiness in the MidCoast	Rural Strategy completed by December 2020		Draft Rural Strategy recommened following urban areas exhibition Council reports and exhibition scheduled by the end of 2020	Land Use Planning

WE VALUE...



strong leadership
and shared vision




We work in partnership with our community and government to ensure council is a trusted and flexible organisation that delivers on their needs

Objective 13



Strategy 13.1: Partner with, and positively influence, State and Federal Governments in delivering local priorities and services

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
13.1.1	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Maintain membership of the Hunter Joint Organisation and participate in related activities	Membership current and number of meetings attended and number of other events/activities attended		Seven Hunter JO Meeting and ten other activities/ events attended	General Manager
		Maintain constructive relationships with State and Federal Government agencies to ensure local interests, challenges and opportunities remain a focus	Number of meetings held with State and Federal agencies		Maintained constructive relationships with relevant agencies Met with Office of Emergency Management, Office of Local Government and Roads and Maritime Services, the Director, Hunter and Central Coast Regional NSW, Regions, Industry, Agriculture and Resources Maintained constructive relationships with the Local Federal and State Members Also met with the Minister for Local Government, Minister for Regional Transport and Roads, Minister for Water Property and Housing, and Minister for Planning and Public Spaces Attended two Manning River Taskforce meetings	General Manager


Strategy 13.1: Partner with, and positively influence, State and Federal Governments in delivering local priorities and services

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
13.1.1	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Continue to work with the State Government in relation to Local Government reform and other initiatives that impact on the sector	Number of meetings attended; Participated in number of events; Made number of submissions	 <p>Six meetings attended, participated in three event, and eight submissions made</p> <p>Also represented Council on 14 Mid North Coast Recovery Committee Meetings, and 15 General Manager Mid North Coast Recovery Committee Meetings</p>	General Manager

Strategy 13.2: Provide the community with an efficient, convenient and professional experience when using council services

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
13.2.1	Ensure the community has contact points to Council services in the main centres of the LGA, utilizing Council owned sites in an efficient and effective way and ensuring teams are coming together as one Council	Undertake office relocation project including a customer service outlet being provided from Biripi Way, Taree and progress customer service centre arrangements within the Civic Precinct Project, Forster	Suitable customer service outlets being provided at Biripi Way, Taree and Civic Precinct, Forster	 <p>Biripi Way Office relocation is on schedule with the new Office due to open in January 2021</p> <p>The Civic Precinct Project has been delayed, a revised schedule is yet to be determined</p>	General Manager
13.2.2	Provide a welcoming and easy to deal with Council where customers have a positive experience of Council service delivery	Develop and implement a consistent feedback approach across all customer contact channels	Feedback system developed and implemented council-wide by 30 June 2020	 <p>Full review delayed due to COVID-19 closures and restrictions</p> <p>Customer Service survey systems removed from public use due to current COVID-19 restrictions in place</p>	Customer Experience / Engagement Communication & Education



Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable




Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
13.3.1	Develop a Financial Management Reporting Framework	Implement a monthly budget review and reporting framework by 30 June 2020	Completed by 30 June 2020	 <p>As advised to Council in the 6 month review the Financial Sustainability Review would not be completed in the 19/20 year due to financial system implementation priorities</p> <p>This has not been scheduled in the adopted 20/21 Operational Plan</p> <p>The 10 Year Long Term Financial Plan is currently under development and will be presented to Council later in 2020</p> <p>It is intended to undertake a Financial Sustainability Review in late 2021 this will enable the outcomes of the review to be provided to the incoming Council in 2021 and considered as part of the development of the next 4 Year Delivery Program</p>	Finance

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable


Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
13.3.1	Develop a Financial Management Reporting Framework	Conduct a Financial Sustainability Review of Council by 30 June 2020	Completed by 30 June 2020	<p>⊗</p> <p>As advised to Council in the 6 month review the Financial Sustainability Review would not be completed in the 19/20 year due to financial system implementation priorities</p> <p>This has not been scheduled in the adopted 20/21 Operational Plan</p> <p>The 10 Year Long Term Financial Plan is currently under development and will be presented to Council later in 2020</p> <p>It is intended to undertake a Financial Sustainability Review in late 2021 this will enable the outcomes of the review to be provided to the incoming Council in 2021 and considered as part of the development of the next 4 Year Delivery Program</p>	Finance






Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable






Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
13.3.1	Develop a Financial Management Reporting Framework	Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements through the Quarterly Budget Review process and annual Financial Statement Lodgement	Statutory obligations met	 <p>Statutory financial reports were presented to Council during the financial year</p> <p>Presentation of Quarterly Budget Review Reports to Council within legislative timeframes were impacted by bushfires, COVID-19 and completion and auditing of the 2018/19 Financial Statements</p> <p>Those Financial Statements were lodged with the Office of Local Government in March 2020, with the late lodgment covered by approved extensions granted by the OLG</p>	Finance
		Review the Long Term Financial Plan annually	Plan reviewed prior to budget preparation annually	 <p>A new Long Term Financial Plan is being developed during July / August 2020 with external assistance</p> <p>This will be based on the adopted 2020/21 budget</p>	Finance

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
13.3.2	Maintain clear, consistent and efficient policies, procedures and systems to support the delivery of MidCoast Assist services	Manage integration of the service's client management system (TCM) and the organisation's enterprise solution (MC1)	TCM integrated with MC1 by 30 June 2020		Telstra has announced that TCM will be superseded by a new system within 12 months consequently MCA is exploring alternatives to TCM and this action is no longer relevant Potential to integrate a new system with MC1 is part of the feasibility study of alternatives to TCM	Community Services
13.3.3	Ensure council is a responsible custodian of corporate records	Ensure security of records is appropriate and meets statutory and business requirements	Statutory requirements met		User access is monitored across 4 records systems Documents are stored and archived in accordance with State Records Act	Governance
		Review Councils Records Management Procedures and guidelines in support of Council's MC1 project	Procedures meet statutory standards		MC1 Enterprise Content Management (ECM) CiA project on track Existing 4 records systems and the new ECM System will meet all statutory requirements	Governance

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable



Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
13.3.4	Ensure Council's governance framework sets appropriate ethical standards	Provide regular Code of Conduct training to staff and Councillors and promote the principles of the code, including provision of training to staff at induction	Number of Code of Conduct training sessions completed annually with number of staff attending and number of Councillors attending	 <p>In house training provided to outdoor staff at Governance Awareness Sessions</p> <p>Code of Conduct Training is provided to all staff during induction as they commence with Council</p> <p>Code of Conduct training is provided at Induction for all Council Committee Members</p> <p>Formal Code of Conduct training provided by independent trainer has been delayed due to COVID-19 and will be rolled out in the 2020/21 financial year</p>	Governance

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
13.3.4	Ensure Council's governance framework sets appropriate ethical standards	Ensure that breaches of the Code are investigated and actioned appropriately	Breaches of the Code are referred to the Internal Audit Committee with number of investigations conducted		Breaches Investigated and/or reported as required	Governance
		Undertake governance culture building initiatives through education across the organisation	Number of training/ awareness initiatives undertaken reaching percentage of staff		19 sessions held with 521 staff attending	Governance
13.3.5	Continue implementation, review and improvement of the Integrated Planning & Reporting Framework	Review and implement performance measurement framework	Performance Measurement framework implemented by 30 June 2020		Performance measures now included for all actions in 2020/21 DPOP Work is ongoing to refine measures and to develop a Corporate Scorecard	Corporate Performance & Development
		Prepare Annual Report in accordance with State Government requirements	Annual report prepared and submitted in line with statutory requirements		2018/19 Annual Report completed 2019/20 Annual Report to be prepared commencing August 2020 in line with statutory requirements	Governance
		Undertake Rate Structure Harmonisation Project with Council & community to develop a single rating structure for inclusion in the 2020/21 Delivery Program / Operational Plan	Project completed and structure adopted by Council by 30 June 2020		Work on this project has been deferred to the 2020/21 financial year following a deferral of the commencement date by the Government Project is being recommenced in July 2020 so as to meet the new timeframes	Finance

Strategy 13.4: Provide strong governance frameworks						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
13.4.1	Provide governance frameworks that enable Councillors to fulfil their strategic role	Ensure policy access to information provides appropriate opportunities for Councillors to fulfil their role in accordance with Council's Councillor and staff integration policy	Councillors provided with access to policies on request and via Councillor Portal		Implemented and ongoing as required	Governance
13.4.2	Develop and maintain appropriate legal compliance systems	Ensure staff have appropriate skills and delegated authority to perform their role Continue to issue staff delegations as staff are appointed	Delegation register is maintained and up to date		Robust ongoing process developed and fully implemented using Local Government Legal Delegation Database All delegations issued are signed by General Manager	Governance
		Continue the implementation of Local Government Legal Compliance Database	Database implemented by 30 June 2020		System developed and being implemented	Governance
		Undertake compliance reviews in accordance with Council's Legislative Compliance Policy	Internal audit committee conducted reviews and determined Council is compliant		Ongoing - Audit, Risk and Improvement Committee (ARIC) have adopted an Audit Universe and a 3-year Audit Plan An external organisation (OCM) have been appointed and commenced the audits from that plan	Governance
13.4.3	Ensure community confidence in council as a trusted leader	Review Policies and Procedures due for review to ensure policy and procedures remain relevant and effective	All policies are current and any policies reviewed, if required, are referred to Council for adoption		Council has implemented a Policy Working Group and a Policy Register to ensure relevant policies are developed and reviewed as required	Governance

Strategy 13.4: Provide strong governance frameworks						
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
13.4.3	Ensure community confidence in council as a trusted leader	Undertake risk assessments across the organisation to develop appropriate risk registers in accordance with Council's Risk Management Framework. Refer risk registers to Council's Audit, Risk and Improvement Committee as required.	All risk assessments undertaken as required and the risk register is maintained and current	✓	Divisional and Strategic Risk Assessments and Registers completed, adopted and reported to Audit, Risk and Improvement Committee	Governance
		Develop and deliver training to staff and Councillors regarding specific governance policies and frameworks	Number of training sessions conducted for number of attendees	✓	19 sessions held with more scheduled for 2020 This is an ongoing process with more sessions planned for 2020/21 year	Governance
		Continue to provide ICAC Fraud and Corruption Awareness training and Ombudsman Complaint Handling Training to relevant staff	Number of training sessions conducted for number of attendees	✓	ICAC training provided 17, 18 and 19 September 2019	Governance
13.4.4	Ensure staff access to records is appropriate to facilitate decision making	Continue to provide appropriate access to information via Council's current four records management systems. Ensure access to information for staff is seamless and efficient to facilitate quality decisions via MC1	Staff can always access information as required/ exceptions reported	✓	Ongoing requirement User access is monitored across 4 records systems Documents are stored and archived in accordance with State Records Act Digitisation Strategy and Guidelines developed and implemented ECM Project in relation to MC1 has commenced and is on schedule	Governance
		Proactively participate in Council's MC1 project to ensure future access to information for staff is seamless and efficient to facilitate quality decisions via MC1	Governance Component of MC1 project is delivered on time and on budget	✓	Digitisation Strategy and Guidelines developed and implemented ECM Project in relation to MC1 has commenced and is on schedule	Governance




Strategy 13.5: Develop and deliver services and programs that provide value for money

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
13.5.1	Develop strong, diverse leadership and a culture that values performance and adaptability	Support staff in the use of Council's Performance & Development system for planning, performance and Staff Development	Percentage of staff using the system	 <p>End of cycle performance reviews completed for all staff</p> <p>Performance improvement plans developed where necessary</p> <p>Training and development needs for 2020/21 captured in Training Plan</p>	Human Resources
		Continue to support Council's Audit, Risk and Improvement Committee and Internal Audit Framework to provide assurance to the community in relation to Council performance	Regular reports from the Internal Audit Committee made to Council and reported to the community	 <p>6 ARIC meetings have been held in the 2019/20 financial year</p> <p>ARIC have adopted an Audit Universe and a 3-year Audit Plan</p> <p>An external organisation (OCM) have been appointed and are undertaking internal audits from that plan</p>	Governance



Strategy 13.5: Develop and deliver services and programs that provide value for money

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
13.5.2	Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders	Support the continued implementation of major corporate projects through effective change management training and strategies	Change management strategies developed and training and support delivered through number of workshops to number of staff	✓	Two further programs for 40 managers and coordinators were held in February 2020 Change management capability is being developed by applying strategies, tools and support to current major projects The strategic roadmap is a four year plan that will continue to implemented in 2020/21	Corporate Performance & Development
		Continue participation in the Local Government Professional (and PWC) Australasian LG Performance Excellence Program and use results to inform improvement areas and actions	Report provided to relevant stakeholders	✓	Report received and provided to relevant stakeholders	Corporate Performance & Development
		Utilise the Australian Business Excellence Framework to guide organisational improvement focused on the achievement of sustainable business performance and improved capability of the organisation	Report to MANEX on areas of strength and opportunities for improvement	✓	Australian Business Excellence Framework used as a guide to monitor progress and discuss and develop strategies to improve performance and capability	Corporate Performance & Development

Strategy 13.6: Implement community focused systems to support simple and convenient way to access and do business with our council both online and in person

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
13.6.1	Develop and implement an integrated service request management system with customer portal	Implement integrated service request management system in Technology One – One Council (MC1)	SRM system implemented as part of MC1 by 31 December 2019	 <p>The works undertaken to build and roll out the remaining modules for use as planned in December 2019 were discontinued due to the inability of “TechnologyOne” to provide the support.</p> <p>Project is postponed and re planning of this activity will provide a more comprehensive and proven customer service offering than the one originally offered</p>	Information Technology
		Implement online service portal to log and track service requests	Report from logging and tracking of service requests provided to MANEX monthly		Information Technology
13.6.2	Maintain clear, efficient and effective processes and deliver consistent information	Maintain information contained within the customer relations knowledge management system to ensure 100% of information is current	Information is current and accurate	 <p>Knowledge management system is continually maintained and reviewed for accuracy</p> <p>Full review of system to commence prior to 30 December 2020</p>	Customer Experience
13.6.3	Standardise and improve the customer’s experience for Planning Certificates under s10.7 of the Environmental Planning and Assessment Act	Develop a standard s10.7 certificate template	Template developed and referred to legal counsel for affirmation by June 2020	 <p>Development of MC1 module and data cleansing progressed 2020</p>	Land Use Planning





Strategy 13.6: Implement community focused systems to support simple and convenient way to access and do business with our council both online and in person

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
13.6.4	Ensure Council meetings facilitate community participation	Council meeting agendas and minutes are provided on Council's website in a timely manner for all meetings as adopted for 2019-20	Percentage of agendas and minutes web published in line with advertised timelines		All agendas and minutes were published on Council's website in line with advertised timelines	Governance
		Continue to review and refine Council's Complaints Handling Policy, procedures, guidelines and systems to ensure complaints are appropriately managed and responded to explaining reasons for decisions	Complaints handling policy reviewed annually and updated in accordance with legislative and current practice standards		Delayed To be completed early in 2020/21 financial year	Governance




We maintain strong organisational health that contributes to council's success and community-focused culture





Objective 14

Strategy 14.1: Develop and grow a skilled, motivated and accountable workforce

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
14.1.1	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Implement the 2019/2020 Training Plan	Training plan implemented and percentage of training conducted for number of employees		COVID-19 and bushfires had a significant impact on training activities Training for 2019/20 that was planned but not completed is being rolled into first half 2020/21 and will be completed	Human Resources
		Develop the 2020/2021 Training Plan	Training plan developed in time to ensure funding from 2020/21 budget		Training Plan for 2020/21 developed with consultation with key stakeholders and approved by MANEX within allocated budget	Human Resources
		Embed the LGNSW Capability Framework into HR life-cycle functions	Framework embedded into work planning and performance review cycle by 31 March 2020		Capabilities are now a part of performance assessment and review discussions and a basis for discussing future training and development needs All new or revised position descriptions have capabilities embedded in them	Human Resources
		Review job design and recruitment processes to ensure the attraction and hiring of people with the right capabilities and whose values align with those of the organisation	Job design and recruitment procedures updated		Review completed This includes new position description templates, new job ad templates and changes to the selection process to ensure we can attract the best candidates	Human Resources

Strategy 14.1: Develop and grow a skilled, motivated and accountable workforce





Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
14.1.2	Position MCC as an 'Employer of Choice'	Develop and implement HR policies and procedures that align with our organisational values and objectives	Policies and procedures implemented		Completed: revisions to conflict resolution process and forms, development and implementation of Training & Development Policy We also implemented the Local Government Award 2020 and the Local Government (Splinter) Award 2020 Flexible Working Framework is on schedule to be implemented in August 2020	Human Resources
		Develop our employer brand to support attraction and retention of quality staff whose values are aligned with ours and promote Council as an organisation that values a high importance on diversity, inclusion and child safety	Increase in number of job applicants for advertised positions; Improvement in new starter retention		Our employer brand continues to develop This is a major focus for 2020/21	Human Resources
14.1.3	Develop leaders that inspire, motivate and coach our employees to realise their potential and respond to opportunities and challenges	Continue to review, improve and implement the Developing Future Leaders (DFL) Program	Number of courses run; Number of participants completing the course		15 participants completed round 2 of the DFL program in September 2019 Five sessions of the Peer Coaching Program were completed prior to COVID-19 impacting This included bringing the 2020 cohort of apprentices and trainees into the program	Corporate Performance & Development / Human Resources

Strategy 14.2: Support a culture that values achievement, adaptability and safety					
Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
14.2.1	Embrace a constructive workplace culture that enhances individual and collective performance, with an objective of delivering high quality outcomes for the community	Undertake a full organisation wide staff/culture survey	Survey prepared and conducted with results being published for staff	 <p>Survey delayed due to a number of factors including a restructure of the responsible department, lack of resourcing and the impact of the COVID-19 pandemic Will be carried out in 20/21</p>	Corporate Performance & Development
14.2.2	Embrace a culture of safety and wellbeing	Undertake education of people leaders in relation to their WHS responsibilities	Number of opportunities (eg tool- box talks) utilised to educate leader of their WHS responsibilities	 <p>Regular toolbox talks (7-10 per month) were undertaken by WHS Officers WHS Officers also conducted around 40 audits of worksites per quarter WHS responsibilities training will be run by StateCover and is scheduled for August 2020</p>	Human Resources
		Provide training in mental health awareness for people leaders	Number of leaders trained	 <p>Complete 150 attended</p>	Human Resources
		Develop Council's Wellbeing Program	Number of wellbeing initiatives provided	 <p>A number of wellbeing initiatives were conducted however others were impacted by the COVID-19 pandemic A major initiative was the development of a "COVID-19 Employee Wellbeing Information Pack"</p>	Human Resources

We make opportunities available for the community to inform decisions that shape our future

Objective 15

Strategy 15.1: Provide clear, accessible, timely and relevant information to support and inform the community

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
15.1.1	Ensure public access to Council information	Ensure GIPA (both informal and formal) requests are dealt within statutory timeframes and community expectations for 2019/20	Statutory timeframes are met		45 Formal and Informal GIPA Applications processed in accordance with legislation 96% determined within legislative timeframes	Governance
15.1.2	Provision of information on Council's website is customer focused	Continue to review governance pages on Council's website to ensure a proactive approach to open access of information via website	Governance pages on Council's website are concise and informative		Governance pages regularly reviewed and updated	Governance
15.1.3	Develop and deliver an effective community focused communications strategy to support and inform the community on council activities	Deliver communications improvement programs as outlined in the Communications Strategy	Actions in the 2019/20 Communications Strategy Action Plan are completed		A number of the actions scheduled for 2019/20 have been completed including social media development program which has resulted in an expansion of social media platforms, My Community functionality on the website and brand management program	Engagement, Communication & Education
15.1.4	Build community awareness of the services and projects delivered by Council	Deliver "Community Conversation" sessions across the MidCoast region on a regular basis	Delivery of 12 sessions across the MidCoast region twice a year		Due to the impacts of COVID-19 restrictions we were unable to deliver the second round of Community Conversations for the year It is intended to restart the program in October 2020 if restrictions at that time allow - if not, alternative delivery methods will be used	Engagement, Communication & Education





Strategy 15.1: Provide clear, accessible, timely and relevant information to support and inform the community

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
15.1.5	Maintain existing reporting capability in Water Services for capital projects and operations	Develop capacity for the existing gateway and project health system to be incorporated in the enterprise wide business system	Implement and operate by 30 June 2020		A project management framework is being developed as part of a key strategic business item for Council and will be incorporated within the proposed project management module in MC1 for 2020/21 This item has been amended and has been incorporated in next year's DPOP	Capital Works
		Develop capacity for the existing Issues & Failures process to be incorporated in the enterprise wide business system	Complete refinement of process by 31 December 2019		The MC1 defects module is being developed Mobile devices are in the process of being distributed to allow operational staff access to the system	Planning & Assets
15.1.6	Ensure that significant state, regional and local infrastructure is clearly identified in the MidCoast Local Environmental Plan	Complete the Infrastructure Zone Review to provide a consistent framework for zoning existing significant state, regional and local infrastructure	Infrastructure Zone Review completed by June 2020		Exhibition of urban infrastructure areas completed April 2020 Exhibition of rural infrastructure areas scheduled Q4 2020	Land Use Planning



Strategy 15.2: Improve community understanding of how decisions are made for the local area

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
15.2.1	In order to ensure transparency and accountability, develop a Policy on Planning Agreements in accordance with legislative requirements and any guidelines of the NSW Department of Planning and Environment	Review guidelines from the Department of Planning and Environment on the preparation of policies on Planning Agreements	Guideline reviewed and work program for creation of a Policy developed by June 2020		While a draft work program has been developed for the policy & procedure, it could not be finalised as we are still awaiting release of the State guidelines	Land Use Planning
15.2.2	Improve community understanding of asset management	Develop a communications plan to support community understanding of issues relating to road management	Development and delivery of plan		Effort has been made to include education and “reasoning” with media releases about particular projects Information about roads and how they are managed is contained on MCC website	Transports Assets / Projects & Engineering




Strategy 15.2: Improve community understanding of how decisions are made for the local area

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
15.2.3	Ensure that policies reflect community expectations	Ensure policies are written in plain English rather than legal terms	Guidelines developed and only compliant policies are presented to council for adoption		Ongoing as part of Council's adopted Policy Framework	Governance
		Ensure relevant policies are placed on public exhibition inviting public submissions and feedback where appropriate	Policies placed on public exhibition in accordance with Council's Policy Framework		Policies placed on Public Exhibition based on legislative requirements and resolution of Council	Governance
		Continually review Council's Policy Framework and maintain Council's Policy Register to ensure policies are relevant and effective	Policy register maintained and all policies are current; Report to Council annually on policy status		Policy Register developed and reviewed for currency of policies Policy Status Report not yet provided to Council	Governance
15.2.4	Provide clear, accessible and relevant information to the community	Develop and implement targeted communications program as per Communications Strategy	Deliver actions relating to targeted communications program in Communications Strategy Action Plan		Work is underway on this program, however it has been impacted by the resourcing required for the bushfire crisis, recovery activities and COVID-19 pandemic	Engagement, Communication & Education

Strategy 15.3: Empower community members to participate in decision-making by providing a broad range of engagement opportunities

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results	Responsible Team
15.3.1	Facilitate channels for engagement with community service target groups	Facilitate engagement activities with community service target groups, including through Council's Community Inclusion and Wellbeing and MidCoast Assist's client/participant reference groups	At least 4 meetings and activities conducted	 <p>Due to COVID-19 restrictions of gatherings of vulnerable people, no face to face meetings were conducted with clients/participants of MCA in 2020</p> <p>2 were held in 2019 in relation to NDIS participants and 3 were held (in Forster, Hawks Nest and Stroud) with ageing clients</p> <p>Meetings will resume when it is safe to do so or virtually</p> <p>A COVID-19 client satisfaction survey was administered which elicited very positive feedback about how MCA was responding to the pandemic</p>	Community Services
15.3.2	Develop a consistent and transparent approach to community involvement in planning decisions by preparing a Community Participation Plan (CPP) for Council's land use planning functions	Develop and implement a process for the preparation and delivery of Community Participation Plans	Process developed to meet new statutory requirements	 <p>This has been completed</p> <p>A draft Community Participation Plan was placed on exhibition during October and November 2019, and adopted at the 27 November 2019 meeting</p> <p>The adopted Community Participation Plan is available on the NSW Government's Planning Portal and on the MidCoast Council website as an appendix of the Community Engagement Strategy</p>	Engagement, Communication & Education

Strategy 15.3: Empower community members to participate in decision-making by providing a broad range of engagement opportunities

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
15.3.3	Ensure Council meetings are appropriately scheduled and resourced and facilitate community participation	Ensure Council Meeting schedules are adopted on an annual basis	Annual Council Meeting Schedule adopted by November each year		2020 Council Meeting Schedule adopted by Council	Governance
15.3.4	Develop and deliver an engagement strategy for council to ensure we are engaging with the community and providing opportunities for participating in decision making where appropriate	Develop and implement engagement framework as per our Community Engagement Strategy	The actions outlined in the Engagement Strategy for delivery in 2019/20 are completed		A number of the actions outlined for delivery in 2019/20 have been completed, including the establishment of a database, implementation of the Community Conversation program, finalisation of the Community Participation Plan, implementation of an internal education program on engagement and formalised feedback mechanisms in place for engagement projects	Engagement, Communication & Education
15.3.5	Undertake community satisfaction surveys on a regular basis to gauge community satisfaction on a broad level and to inform focus areas for improvement	Undertake community satisfaction survey to assess Council's performance and to inform proposals and strategies	Community satisfaction survey completed by 30 June 2020		Survey completed in March 2020 and results rolled out to councillors, executives, staff and community	Corporate Performance & Development

We develop and encourage community and civic leadership

Objective 16

Strategy 16.1: Inform, educate and empower council, business and community leaders to respond and adapt to challenges and change

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
16.1.1	Provide adequate resources for elected members to perform their role	Support the principles of Council's Councillor and Staff Interaction Policy by providing appropriate access to information for elected Councillors	Training delivered to Councillors to reinforce correct procedures when interacting with staff; Number of workshops held with percentage of councillors participating	✓	Ongoing as required	Governance

Strategy 16.2: Identify and participate in initiatives for regional cooperation and collaboration

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
16.2.1	Work collaboratively with regional bodies	Work with Hunter Joint Organisation across a range of initiatives	Council participated in number of Hunter Joint Organisation initiatives	✓	General Manager and/or Mayor attended most Hunter Joint Organisation meetings	Governance
		Work with Local Government NSW on key issues including policy	Number of governance staff; Made number of submissions; Attended number of information briefings; Attended number of training workshops	✓	General Manager and some Councillors attended the LG NSW Conference	Governance

Strategy 16.2: Identify and participate in initiatives for regional cooperation and collaboration

Focus Ref	3 year focus	1 year actions	Performance Measure	June 2020 Results		Responsible Team
16.2.1	Work collaboratively with regional bodies	Work with and utilise the resources of Local Government Professionals Network	Number of Governance employees attended number of events facilitated by the Local Government Professionals Network	✓	Several staff are members of the LG Professionals and attend their annual Governance Conference 2 Governance Officers completed the LG Professionals Governance in Local Government One Week Intensive Course	Governance
		Work with Local Government Internal Auditors Network to continuously enhance the activities of the Audit, Risk and Improvement Committee and Council's internal audit programs for 2019/20	Number of Governance employees attended number of events facilitated by the Local Government Internal Auditors Network	✓	Manager Governance is a member of the LGIAN	Governance