



MIDCOAST
council



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

12 month review
July 2020 - June 2021





ACKNOWLEDGEMENT OF COUNTRY

MidCoast Council acknowledges the Gathang speaking people, the custodians of the land to which this report applies. We pay our respect to all Aboriginal people of the land and to Elders past, present and future.

HOW TO CONTACT US

Website: www.midcoast.nsw.gov.au

Phone: General enquiries 02 7955 7777
Water and sewer faults 1300 133 455 (24 hours)

Email: council@midcoast.nsw.gov.au

Visit our Administration and Customer Service Centre:

Yalawanyi Ganya, 2 Biripi Way, Taree
Monday to Friday, 8:30am - 4:30pm

Visit our regional customer service points:

- Forster, 4 Breese Parade
Monday to Friday, 8:30am - 4:30pm
- Gloucester, 89 King Street
Monday to Friday, 9:00am - 4:00pm
- Stroud, 6 Church Lane
Monday to Friday, 9:00am - 12:00pm
- Tea Gardens Myall Street
Monday to Friday, 9:00am - 4:00pm

A customer service point will be opened in the Civic Precinct building in West Street Forster once the building is completed. Visit our website for updated contact details as these changes take place.

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HOW TO READ THIS DOCUMENT

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

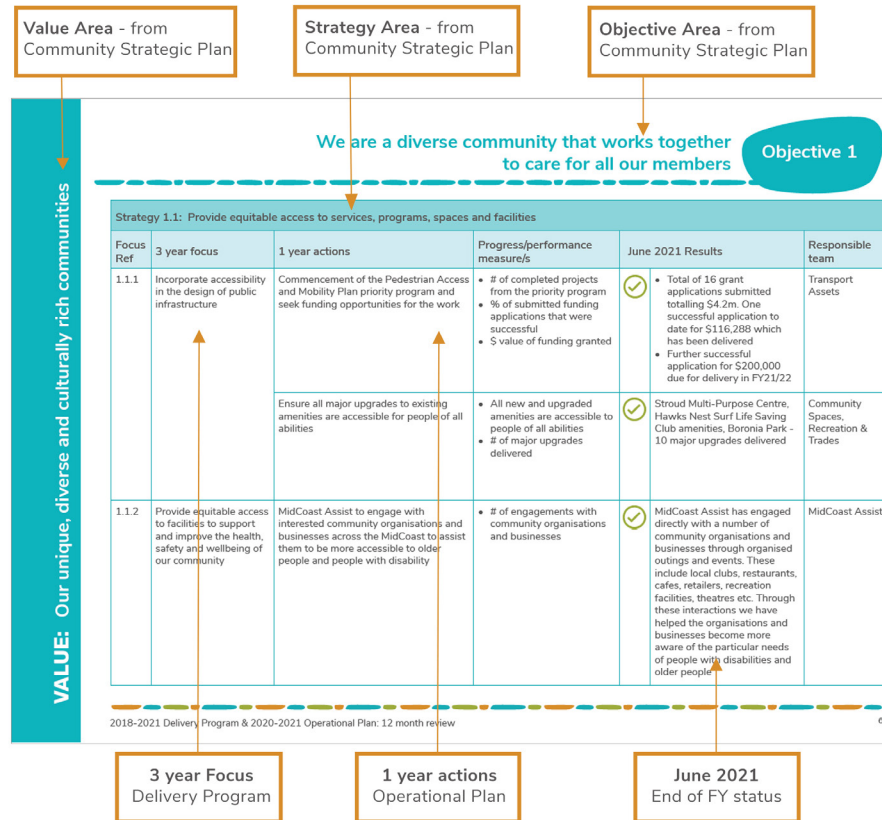
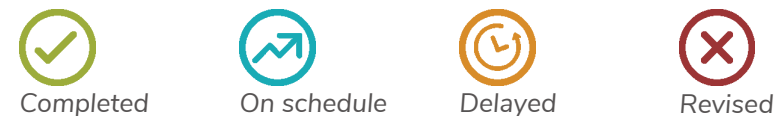
The values define the community's priorities while the objectives identify what we are trying to achieve. Each section focuses on one of the five values and is colour-coded to link back to MidCoast 2030.

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 2021 results' column reports on the progress of the Delivery Program and Operational Plan for the 12-month period from July 2020 to June 2021. The status of achieving the 1 year actions as at the end of the review period is depicted by the following symbols:






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	Progress/performance measure/s	June 2021 Results	Responsible team
1.1.1	Incorporate accessibility in the design of public infrastructure	Commencement of the Pedestrian Access and Mobility Plan priority program and seek funding opportunities for the work	<ul style="list-style-type: none"> # of completed projects from the priority program % of submitted funding applications that were successful \$ value of funding granted 	 <ul style="list-style-type: none"> Total of 16 grant applications submitted totalling \$4.2m. One successful application to date for \$116,288 which has been delivered Further successful application for \$200,000 due for delivery in FY21/22 	Transport Assets
		Ensure all major upgrades to existing amenities are accessible for people of all abilities	<ul style="list-style-type: none"> All new and upgraded amenities are accessible to people of all abilities # of major upgrades delivered 	 <p>Stroud Multi-Purpose Centre, Hawks Nest Surf Life Saving Club amenities, Boronia Park - 10 major upgrades delivered</p>	Community Spaces, Recreation & Trades
1.1.2	Provide equitable access to facilities to support and improve the health, safety and wellbeing of our community	MidCoast Assist to engage with interested community organisations and businesses across the MidCoast to assist them to be more accessible to older people and people with disability	<ul style="list-style-type: none"> # of engagements with community organisations and businesses 	 <p>MidCoast Assist has engaged directly with a number of community organisations and businesses through organised outings and events. These include local clubs, restaurants, cafes, retailers, recreation facilities, theatres etc. Through these interactions we have helped the organisations and businesses become more aware of the particular needs of people with disabilities and older people</p>	MidCoast Assist

Strategy 1.1: Provide equitable access to services, programs, spaces and facilities


Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
1.1.3	Participate in projects that enhance the inclusiveness of community spaces	Apply the “Everyone Can Play Guidelines” for inclusive play spaces across MidCoast Council playgrounds	<ul style="list-style-type: none"> % of total playgrounds across MidCoast Council that have been reviewed against the Guidelines 	 35% of playgrounds have been reviewed (30 in total)	Community Spaces, Recreation & Trades
1.1.4	Maintain recreation infrastructure to a minimum condition assessment	Complete maintenance works in accordance with the Condition Assessment Schedule	<ul style="list-style-type: none"> % of scheduled maintenance works completed according to schedule 	 100% of scheduled works have been completed	Community Spaces, Recreation & Trades
1.1.5	Implement the Disability Inclusion Action Plan (DIAP)	Begin engagement for development of next iteration of the DIAP	<ul style="list-style-type: none"> Engagement Plan developed by 30 June 2021 	 <ul style="list-style-type: none"> Discussions commenced as part of consultation with older people for the Ageing Strategy International Day of People with Disability activities was used as consultation opportunity Further consultation will continue into 2021/22 Annual DIAP progress report details work conducted 	Community Services
		Evaluate outcomes of current DIAP	<ul style="list-style-type: none"> Evaluation completed & outcomes available to inform next DIAP 	 Evaluation delayed as current DIAP has been formally extended to 30 June 2021 due to COVID-19	Community Services
		Undertake staff awareness building activities in relation to diversity, inclusion and the needs of people with a disability	<ul style="list-style-type: none"> # of activities undertaken # of participants 	 Aboriginal Cultural Awareness Training now completed for 120 staff and development of an eLearning program for the remainder of staff is underway	Human Resources

Strategy 1.1: Provide equitable access to services, programs, spaces and facilities					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
1.1.6	Provide quality, personalised services and supports for people with disability to assist them to achieve their individual goals	<p>Deliver quality services for people with disability including:</p> <ul style="list-style-type: none"> • social and community engagement activities, • co-ordination of support services, and • financial intermediary services <p>Explore how quality services can viably be delivered beyond MidCoast Assist's (MCA's) current footprint through completion of Business Plan, Marketing Strategy and Small Towns Engagement Strategy</p>	<ul style="list-style-type: none"> • # of participants accessing each service • Development of relevant plans and strategies • Examples of activities undertaken 	 <ul style="list-style-type: none"> • As at 30 June 2021, MidCoast Assist was delivering Support Coordination services to 139 participants, Plan Management services to 308 participants and Social and Community Engagement services to 209 participants • Through consultations with staff a strategic plan for the whole of the organisation as well as plans for each service stream which feed into the overall plan was developed. MidCoast Assist's Small Town Engagement Strategy has been drafted and Marketing Strategy completed • One new Supported Independent Living (SIL) house was opened during the year and MCA now provides SIL services to 12 participants • Numerous commendations were received from other organisations and participants who receive Support Coordination services of MCA 	MidCoast Assist


Strategy 1.1: Provide equitable access to services, programs, spaces and facilities					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
1.1.6 cont'd				<ul style="list-style-type: none"> The client experience was enhanced for participants accessing MCA's Plan of Management services as they now have real time access to information and approval processes 	
1.1.7	Provide quality, client-centred services and supports for older people to assist them to remain living independently in the community	<p>Deliver quality services for older people including:</p> <ul style="list-style-type: none"> Commonwealth Home Support Program (CHSP) funded services, including social support and transport, and Customised Care Services, including Home Care Packages <p>Explore how quality services can viably be delivered beyond MidCoast Assist's current footprint through completion of Business Plan, Marketing Strategy and Small Towns Engagement Strategy</p>	<ul style="list-style-type: none"> # of clients accessing each service Examples of activities undertaken Development of relevant plans 	 <ul style="list-style-type: none"> As at 30 June 2021, there were 619 clients receiving ageing services - including 112 clients of our Home Care Package service and 507 clients of our CHSP funded Active and Older programme Active and Older client numbers increased significantly due to the expansion of Domestic Assistance services and Technology in the Homes project Subsidised access to domestic assistance (cleaning) services is very limited in the region and MidCoast Assist has been able to offer an excellent and much needed service to older people in Forster-Tuncurry, Stroud, Bulahdelah and Hawks Nest-Tea Gardens areas 	MidCoast Assist

Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results		Responsible team
1.1.7 cont'd					<ul style="list-style-type: none"> • Through the Technology in the Home project which has been separately grant funded by the commonwealth, approximately 150 older people from across the MidCoast region now have access to devices designed around their needs and that they have been trained to use • In addition approximately 100 older people have improved their security and mobility by receiving personal alarms and walkers from MidCoast Assist • Through consultations with staff a strategic plan for the whole of the organisation as well as plans for each service stream which feed into the overall plan was developed • MidCoast Assist's Small Town Engagement Strategy has been drafted and Marketing Strategy completed 	



Strategy 1.1: Provide equitable access to services, programs, spaces and facilities

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results		Responsible team
1.1.8	Ensure that sufficient land is zoned in appropriate locations to meet the needs of the population for recreation and community facilities	Complete Recreation Zones Review for urban and rural areas identifying land that could or should be zoned for recreational purposes	<ul style="list-style-type: none"> Amount of additional land identified for RE1 zoning 		Recreation land review completed	Land Use Planning


Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
1.2.1	Acknowledge and recognise Aboriginal communities within our projects	Deliver Aboriginal community-strengthening activities in line with funding body program level agreements and in consultation with key stakeholders	<ul style="list-style-type: none"> • # of activities delivered • # of Aboriginal participants • % of scheduled 2020-21 actions completed from Action plan 	 <ul style="list-style-type: none"> • 22 activities • Attendance and number of activities were significantly impacted by COVID-19 • Physical attendance by 830 people • 2 live streamed events attracted an online audience of 1,063 people • Aboriginal Services Expo promoted services to the Manning community with approximately 120 people from the public attending • MidCoast Council partnered with the Healing Foundation and Primary Health Network to deliver a Healing Forum with 130 people attending • NAIDOC planning supported by MidCoast Council attendance at 8 planning meetings across the region • Planning support to Manning Neighbourhood Centre for Harmony Day event 	Community Services


Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
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	Develop and implement the Aboriginal Action Plan in partnership with key stakeholders	<ul style="list-style-type: none"> % of scheduled 2020-21 actions completed from Action plan Examples of outcomes from implementation 	 <ul style="list-style-type: none"> Consultation with Aboriginal community was significantly delayed due to the pandemic, however consultation has commenced through schools, community groups and the Manning and Gloucester Aboriginal Working Parties The community development team is assisting community to rebuild groups (working parties and Aboriginal Education Consultative Group) which can be used as reference groups 	Community Services
		Deliver Aboriginal Cultural Awareness training to leadership team and other identified staff	<ul style="list-style-type: none"> # of staff who receive training Staff feedback on training provided 	 <ul style="list-style-type: none"> Aboriginal Cultural Awareness training now completed for 120 staff and development of an eLearning program for the remainder of staff is underway Training evaluations reflect that the program is valued by staff, informative and helps them to do their jobs better 	Human Resources



Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results		Responsible team
1.2.3	Support programs and activities that acknowledge, celebrate and empower local Aboriginal communities and ensure opportunities for engagement and empowerment through a coordinated approach	Work in partnership with other sections of council to deliver one program/event at the Gallery for NAIDOC Week	<ul style="list-style-type: none"> Events delivered # of participants 		<ul style="list-style-type: none"> 6 NAIDOC workshops 120 participants 	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	Progress/performance measure/s	June 2021 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 library events targeted at young people	<ul style="list-style-type: none"> • # of events held • # of participants • Level of satisfaction reported from library customer survey responses 	 <ul style="list-style-type: none"> • All face to face programs and events were suspended in 2020 due to COVID-19 • 16 virtual storytimes • 5,698 views of online storytime • 711 take home school holiday & storytime activity packs • 91.4% of survey respondents rated the children's programs as Very Good or Outstanding • 230 School Holiday Program, Storytime, Baby Rhyme Times and Homework Help sessions held across the year with 1,548 participants • Great Books Festival involved 23 sessions and approximately 2,270 students 	Libraries





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	Progress/performance measure/s	June 2021 Results	Responsible team
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	Continue implementation of the Annual Action Plan of the Youth Strategic Plan and develop the 2021-22 Action Plan in partnership with key stakeholders	<ul style="list-style-type: none"> • % Annual Action Plan implemented • # of stakeholder partners involved with delivery of action plan • 20-21 Annual Action Plan finalised • Examples of outcomes from implementation 	 <ul style="list-style-type: none"> • 85% of Annual Action Plan implemented - remaining actions impacted by stakeholder consistency and ongoing pandemic impacts • 31 stakeholders involved in delivery of action plans across the LGA • MidCoast Youth Taskforce inducted, Manning Youth Action Team (MYAT) involved in delivery of 'Our Voice' project (bushfire recovery responses), facilitation of two operational meetings, Youth Awards launched in partnership with PCYC, advocacy for Headspace is ongoing 	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	Undertake a review of the existing Employment-Based Training Strategy	<ul style="list-style-type: none"> • Review completed • Revised Strategy finalised 	 <ul style="list-style-type: none"> • A review of the Employment Based Training Strategy was completed • Carers of the Future School to Work Pilot Program established and is commencing in early 2021 	Human Resources




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	Progress/performance measure/s	June 2021 Results	Responsible team
1.3.3 cont'd	Develop and implement a Council Employment-based Training Strategy that meets our business needs and aligns with our Workforce Strategy	Continue implementation of the Employment-Based Training Strategy	<ul style="list-style-type: none"> Council roles which are Apprentices, Trainees or Graduates meets or exceeds 3% % of existing Council Apprentices, Trainees or Graduates who move into permanent positions with Council upon completion of their Program 	 <ul style="list-style-type: none"> Council had 44 apprentices and trainees and 7 graduates as at 31 May 2021 There was 100% completion of all new commencements in 2020, 15 trainees progressed to higher level qualifications and 5 secured ongoing full-time employment with Council Feedback from staff and their supervisors on the program and support available is positive 	Human Resources
1.3.4	Deliver children and youth activities to develop the Manning Regional Art Gallery as an education facility	Provide Youth Week activities in line with Department of Communities and Justice objectives and funding guidelines	<ul style="list-style-type: none"> # of events held with a youth focus for youth week # of participants aged 12-25 years Examples of activities provided 	 <ul style="list-style-type: none"> Two Youth Week's run within the last FY - both impacted by factors outside of our control (COVID-19 and the floods) 12 total events/activities run (mostly online, some in person) 350 young people engaged with a reach of approximately 20,000 people through online activities and promotion 	Community Services
1.3.5	Provide opportunities for young people to participate in volunteer programs	Increase the number of schools participating in graffiti removal programs	<ul style="list-style-type: none"> # of schools participating during the year # of participating schools compared to previous years 	 <ul style="list-style-type: none"> 6 schools participated during the year This is the same as last year 	Community Spaces, Recreation & Trades
1.3.6	Provide regional level recreational activities targeted at families	Finalise plans for Pelican Boardwalk Extension, Forster	<ul style="list-style-type: none"> Plans adopted Amount of external funding secured 	 <ul style="list-style-type: none"> Plans finalised \$400k in funding 	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	Progress/performance measure/s	June 2021 Results	Responsible team
1.4.1	Investigate and provide opportunities for social housing	Review occupancy rates at seniors' units in Gloucester to ensure maximum occupancy and investigate reasons for any under-utilisation	<ul style="list-style-type: none"> • % of units occupied • Utilisation report completed 	 <ul style="list-style-type: none"> • All but 1 of the units is occupied as an upgrade to kitchen and bathroom is required before the unit can be occupied • The unit will be occupied by an applicant selected from the current waiting list 	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	Commence drafting of MidCoast Local Environmental Plan (LEP), with a focus on considering appropriate housing-related clauses and mapping	<ul style="list-style-type: none"> • Consideration of appropriate housing related clauses/mapping for inclusion in the draft MidCoast LEP for urban areas – June 2021 • Housing Strategy completed • Housing mapping completed 	 <p>Whilst the LEP and DCP has not been completed, the MidCoast wide strategic land use documents (agreed with DPIE in 2016) that inform the LEP/DCP have been largely completed and consequently fast track the drafting of these documents commencing in 2022</p>	Land Use Planning
1.4.3	Ensure there is sufficient land identified for future rezoning to cater for residential growth in appropriate locations	Complete Urban Land Monitor to identify any residential land supply deficiencies	<ul style="list-style-type: none"> • Residential land supply issues documented 	 <p>Urban Land Monitor adopted December 2020</p>	Land Use Planning
1.4.4	Prepare Local Planning Statements that reflect the aspirations of local communities relating to the provision of housing	Seek community feedback on the type and amount of housing desired in urban areas as part of the development of the Local Strategic Planning Statements	<ul style="list-style-type: none"> • Community aspirations re urban housing documented 	 <p>Completed in September 2020</p>	Land Use Planning

Strategy 1.5: Support the strengthening of social connectedness through programs and partnerships


Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
1.5.1	Provide support to community groups to maximise sustainable usage of community halls	<ul style="list-style-type: none"> Facilitate appropriate hall occupation arrangements with long-term hall user groups Engage a dedicated Halls Officer 	<ul style="list-style-type: none"> % of community hall user groups with current instruments of tenure agreements in place 	 85% of community hall user groups with current instruments of tenure in place	Community Spaces, Recreation & Trades
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 and implement the Year 1 Action Plan of the Ageing Strategy, in consultation with and in partnership with key stakeholders	<ul style="list-style-type: none"> % of Year 1 Actions completed # of partner organisations who contributed to implementation Examples of outcomes achieved from implementation 	 <ul style="list-style-type: none"> Consultation with older people and carers is completed with feedback received from 716 residents Development of the Strategy is in progress 	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 Program in accordance with approved policy and budget	<ul style="list-style-type: none"> # of community donations made \$ value of donations made % of allocated budget utilised Examples of projects enabled through donations 	 Annual funding round conducted in Q3 and Q4 and \$233,1122 provided to 10 applicants for capacity building projects	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	Progress/performance measure/s	June 2021 Results	Responsible team
1.6.1	Develop local community plans for MidCoast Towns and Villages	Continue to implement the local community planning program	<ul style="list-style-type: none"> Four local community plans developed 	 Three local community plans are currently under development, delays were experienced as a result of COVID-19 impacts	Engagement, Communication and Education

Strategy 1.7: Welcome people of all abilities and backgrounds					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 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	<ul style="list-style-type: none"> • # and nature of networks and partnerships Council participate in • Examples of outcomes of advocacy undertaken 	 <ul style="list-style-type: none"> • 4 Community Inclusion and Wellbeing Reference Group meetings convened • Activity conducted in Taree CBD to identify barriers to inclusion • 11 Aboriginal Education Community Group meetings, 2 Local Aboriginal Land Council/MidCoast Council meetings, 6 Manning Aboriginal Community Working Party meetings with 2 strategic planning workshops facilitated, 2 strategic workshops facilitated for the establishment of the Gloucester Aboriginal Community Working Party, attendance at 7 NAIDOC planning meetings across the region, representation at 5 Great Lakes Suicide Prevention Network meetings • Support provided to Aboriginal women's and men's groups in the Manning, partnership with service providers to celebrate International Day of People with Disability, Indigenous Literacy Day, advocacy for improvements to Access for accessible toilets, disability parking spaces and road surfaces for wheelchair use 	Community Services



Strategy 1.7: Welcome people of all abilities and backgrounds




Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
1.7.2	Expand the visitor profile of the Manning Regional Art Gallery	Manning Regional Art Gallery to partner with community groups to deliver programs	<ul style="list-style-type: none"> • # of programs • # of participants • # of partnerships with community groups 	 <ul style="list-style-type: none"> • 11 programs • 3,876 participants • 28 partnerships • Fire recovery - Youth Space - Save the Children/MYAT - Facilitation creative activities • Harmony Day video - Neighbourhood Services/ TAFE • Holiday workshops – Gallery /Library = video recordings to support • Material Sound – Rube Goldberg school packs + community packs – Museums & Galleries, Russell, 8 High School • Series creative workshops - zoom delivery - Samaritans Foundation • Festival of Place workshops - Taree/Forster • Workshop delivery and visit to schools - Alesco College Tuncurry (artists talk) • Taree Christian College (print workshop) • St Clare's (Peter Schouten) • Creative Kids packs - zoom delivery + packs) • Manning River Turtle project (4 partners + 35 community groups and schools participating) • Children's University 	Growth, Economic Development & Tourism

Strategy 1.7: Welcome people of all abilities and backgrounds


Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
1.7.3	Implement Council's EEO Management Plan	Review Council's induction processes for staff and contractors	<ul style="list-style-type: none"> # of new staff inducted # of staff inducted at Biripi Way site Staff feedback on induction process 	 <ul style="list-style-type: none"> A new online employee induction program has been implemented and delivered to 175 staff An orientation to Yalawanyi Ganya has been delivered to >450 staff 	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	Progress/performance measure/s	June 2021 Results	Responsible team
2.1.1	Provide opportunities for community groups to utilise Council owned properties	Negotiate rebate opportunities for community leases/licences	<ul style="list-style-type: none"> # of community groups afforded rebates Types of community groups who benefited from rebate 	 <ul style="list-style-type: none"> 17 community groups have been afforded rebates during the reporting period Forster Croquet Club, Manning Valley Neighbourhood Centre, Manning Valley Woodworkers, Forster Keys Progress Association, Old Bar Mens Shed, Forster Neighbourhood Centre, Black Head Tennis Club, Old Bar Tennis Club, Limitless Dance, St John's Ambulance, Early Connections (Manning Great Lakes), Marine Rescue Harrington, Marine Rescue Forster-Tuncurry, Stroud Childrens Co-op Preschool, Forster Tuncurry Rugby Union Club, SES, Hawks Nest Bridge Club 	Legal & Property Services
2.1.2	Deliver Tidy Towns sustainability activities	Support Tidy Towns sustainability activities	<ul style="list-style-type: none"> # activities supported Examples of outcomes achieved 	 <p>Tidy Towns is no longer a s355 committee of Council and has not been active due to the pandemic</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	Progress/performance measure/s	June 2021 Results	Responsible team
2.2.1	Implement the Heritage Conservation Management Plan	Continue to seek funding for heritage projects for the MidCoast Council area	<ul style="list-style-type: none"> • # of funding applications submitted • % that were successful • \$ value of funding secured • Compared to previous year 	 <ul style="list-style-type: none"> • Nabic Park War Memorial - \$2,000 to contribute to the concrete path • Coopernook War Memorial - \$6,840 to clean and repair the monument • 100% successful • \$8,840 total value funding secured • 100% increase on previous year 	Community Spaces, Recreation & Trades
2.2.2	Ensure consultation on future capital projects that provide opportunities or impact upon individual qualities of towns / villages	Undertake consultation during the design process with key stakeholders on the following: <ul style="list-style-type: none"> • Isabella Street, Wingham • Wingham Road, Kolodong 	<ul style="list-style-type: none"> • # of consultations undertaken • # of participants • Examples of consultation outcomes 	 <ul style="list-style-type: none"> • Wingham CBD (including Isabella Street) - 138 online surveys, 1,276 visits to Council Have Your Say site, 17,562 reached in 3 facebook posts and 90 emails sent to key stakeholders • Consultation provided direction on scope, intersection treatments and landscaping • Outcome of Wingham Road (Cedar Party to Kolodong) resulted in additional scope (further roundabout inclusion) 	Transport Assets
2.2.3	Ensure our heritage is valued and conserved	Provide free specialist heritage advice to landowners and developers	<ul style="list-style-type: none"> • # of occasions heritage advice was provided compared to previous year 	 75 enquiries over 12 month period	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	Progress/performance measure/s	June 2021 Results	Responsible team
2.2.3 cont'd	Ensure our heritage is valued and conserved	Provide Local Heritage Fund grants to owners of heritage listed items to assist with the restoration and maintenance of heritage items	<ul style="list-style-type: none"> # of grants allocated \$ value of grants provided and works undertaken Examples of restoration/maintenance funded by grants 	 Of the 16 grants allocated, 13 were completed. This resulted in \$23,100 funds being allocated achieving works estimated to be \$111,420	Land Use Planning

Strategy 2.3: Support and encourage our vibrant and creative arts sector



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 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	Complete the <i>MidCoast Cultural Plan 2036</i> . Include relevant four-year actions in next Delivery Program	<ul style="list-style-type: none"> Cultural Plan completed by December 2020 Cultural Plan actions included in draft 2021-25 Delivery Program 	 Completed	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 audience	<ul style="list-style-type: none"> # of local exhibitions curated at the MRAG # of touring exhibitions curated at the MRAG # of visitors compared to previous year 	 <ul style="list-style-type: none"> 15 local exhibitions 3 touring Visitation 10,647 compared with 13,174 Outreach numbers 3,876 COVID-19 has changed our visitation and the ability to hold certain public programs or events due to the public health orders 	Growth, Economic Development & Tourism

Strategy 2.3: Support and encourage our vibrant and creative arts sector

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
2.3.2 cont'd	Provide opportunities for active and participatory arts and cultural experiences throughout the community	Prepare and deliver a range of performing and visual arts public events through the Manning Entertainment Centre (MEC) and MRAG that engage a variety of target groups, in partnership with local schools, education facilities, and community groups	<ul style="list-style-type: none"> • # of events conducted • # of participants • # of organisations that partnered in delivery • Examples of different target groups reached • Participant satisfaction levels if information available 	 <ul style="list-style-type: none"> • 6 events • 86 participants • Public programs and ability to collate feedback have been limited due to COVID-19 • Example of partnership includes a diverse number of groups such as Australian Children's Music Foundation, local high schools, local performing arts groups, concert bands, dance schools, etc • Audiences have comprised students, senior citizens, etc • MEC has received a number of complimentary emails from user groups and positive feedback via Trip Advisor. This was especially important given the challenges faced with compliance with COVID-19 restrictions. • Please note: the 6 month review comment for this focus area was incorrectly swapped with the one at 2.3.6 	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	<ul style="list-style-type: none"> • % of Library minor works program completed by 30 June 2021 	 <p>100% - All works completed as requested. Any further requests will be actioned on a priority basis</p>	Community Spaces, Recreation & Trades

Strategy 2.3: Support and encourage our vibrant and creative arts sector					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
2.3.3 cont'd	Investigate and undertake capital works projects to improve our cultural buildings	Progress the design and construction of the new studio space at the Manning Entertainment Centre	<ul style="list-style-type: none"> Design completed Builder appointed Construction commenced 	 <ul style="list-style-type: none"> Design and tender documentation complete and building tender advertised Builder appointed March 2021 Construction commenced April 2021 	Growth, Economic Development & Tourism
2.3.4	Ensure the Manning Regional Art Gallery is well maintained and meets industry standards	Seek funding to improve the Manning Regional Art Gallery's Heating, Ventilation, Air Conditioning (HVAC) and all abilities access	<ul style="list-style-type: none"> # of funding applications submitted % successful \$ value of funding received Examples of access improvements made with the funding 	 <ul style="list-style-type: none"> 1 application submitted All abilities access - disability ramp and new automatic front entrance upgraded in Oct 2020 utilising the Regional Cultural Fund (RCF) 	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	Continue planned upgrade of Manning Entertainment Centre auditorium house lights and stage lighting fixtures	<ul style="list-style-type: none"> % of planned upgrade completed 	 <p>Commenced April 2021 - 10% complete</p>	Growth, Economic Development & Tourism
		Incorporate new studio space into future marketing campaigns (due for completion 2020)	<ul style="list-style-type: none"> Marketing strategy amended to reflect new studio space 	 <p>Marketing commenced</p>	Growth, Economic Development & Tourism




Strategy 2.3: Support and encourage our vibrant and creative arts sector



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
2.3.6	Present a diverse range of entertainment at the Manning Entertainment Centre	<ul style="list-style-type: none"> Continue to develop and present a season of performing arts events and public programs Identify target markets 	<ul style="list-style-type: none"> # of events and programs presented # of people attending Collate feedback data where available to inform programming 	 <ul style="list-style-type: none"> 49 events 13,487 participants plus cast and crew MEC has received a number of complimentary emails from user groups and positive feedback via Trip Advisor. This was especially important given the challenges faced with compliance with COVID-19 restrictions Please note: the 6 month review comment for this focus area was incorrectly swapped with the comment 2.3.2 	Growth, Economic Development & Tourism
2.3.7	Provide opportunities at local libraries to showcase local talent	<p>As opportunities arise Libraries will showcase local talent by:</p> <ul style="list-style-type: none"> Hosting gallery exhibitions Hosting creative arts displays Supporting author talks and other forms of live entertainment 	<ul style="list-style-type: none"> # of author talk events facilitated # of participants # of gallery exhibitions # of arts displays hosted 	 <ul style="list-style-type: none"> All face to face programs and events were suspended due to COVID-19 10 talks 223 participants 10 art exhibitions (6 at Hallidays Point, 3 at Forster and 1 youth art exhibition) 29 author talks, which included 18 Sydney Writers Festival sessions and 8 About a Book online meetings Total attendance of 336 	Libraries & Community Services

WE VALUE...


a connected community








Strategy 3.1: Encourage and expand volunteering opportunities					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
3.1.1	Integrate and align Council's framework for attracting, engaging and retaining volunteers	Further develop a framework for developing volunteers by implementing recommendations from the <i>Internal Audit of Volunteer Management</i>	<ul style="list-style-type: none"> % of recommendations implemented 	 <ul style="list-style-type: none"> Development of an all-of-Council framework in progress in consultation with internal stakeholders is almost complete. Draft Policy completed Risk component in progress and central database under development through the MC1 system 	Community Services
3.1.2	Provide opportunities for volunteering in the delivery of Council's services and recognise the contribution made by volunteers	Host Council volunteer recognition events during National Volunteers Week	<ul style="list-style-type: none"> At least two events held # of Council's registered volunteers attending 	 <ul style="list-style-type: none"> Volunteers Week was celebrated in May with thank you morning teas in Hawks Nest, Taree, Forster and Gloucester, which were attended by just over 200 volunteers Some sections ran additional events for volunteers at Christmas 	Community Services
		Encourage volunteer involvement at our libraries	<ul style="list-style-type: none"> # of library volunteers 	 <ul style="list-style-type: none"> 181 volunteers were involved in service delivery Volunteers returned to the library in July 2020, following a close down due to COVID-19, though numbers have been down as a result of the pandemic No volunteer events were held in 2020/21 due to the pandemic 	Libraries


Strategy 3.1: Encourage and expand volunteering opportunities					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
3.1.3	Continue to support volunteer mowing and land care programs	<ul style="list-style-type: none"> Promote opportunities to volunteer in the mowing and landcare programs to attract new volunteers Work with the community to have over 1,050 engaged volunteers by the end of 2020/21 FY 	<ul style="list-style-type: none"> Total # of volunteers in program (target = 1,050) # of new volunteers recruited in response to promotion activities 	 <ul style="list-style-type: none"> 1,232 volunteers Increase of 104 volunteers in response to promotion activities 	Community Spaces, Recreation & Trades
3.1.4	Expand and support volunteer programs in areas where there is no current activity	Increase volunteer support at Gloucester and Harrington through promotion of volunteer opportunities	<ul style="list-style-type: none"> # of hours supporting volunteer groups # of newly formed groups 	 <ul style="list-style-type: none"> 41,500 hours supporting volunteers working in dune care, mowing etc 5 new groups - Allworth, Crowdy Head, Harrington, Old Bar and Mitchell Reserve Taree 	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	Progress/performance measure/s	June 2021 Results	Responsible team
3.2.1	Enable Aboriginal partnership programs where possible in the management of the natural environment	Provide opportunities for local Aboriginal groups and organisations to partner with Council in the delivery of natural resource management (NRM) projects	<ul style="list-style-type: none"> • # of partnership programs in place • Examples of environmental management works undertaken by the partnership 	 <ul style="list-style-type: none"> • Three partnership programs • TIDE (Taree Indigenous Development & Employment) has been engaged to undertake a number of weed control projects within Council's natural area reserves such as the foreshore of Queen Elizabeth Park in Taree and on various private property assisting Council manage high priority weeds such as Tropical Soda Apple, Long-Leaf Willow Primrose and Senegal Tea Plant in the Manning catchment • TIDE is also assisting in the delivery of grant funded bushfire recovery projects and pest management projects. Council has also engaged TIDE in partnership with the Hunter Local Land Services to deliver a Plastic Pollution (Marine Debris) Reduction Program within key problem areas over the next three years • Purfleet-Taree Local Area Land Council was engaged to consult the Biripi community during the development of the Manning River Estuary and Catchment Management Program to identify potential partnership projects for the implementation phase of the Coastal Management Program 	Natural Systems

Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
3.2.2	Develop library facilities to meet the changing and ongoing needs of the community	Undertake community survey to evaluate success of completed Forster Library and Civic Precinct development project	<ul style="list-style-type: none"> Project completed by 30 June 2021, meeting all project requirements % of survey responses reporting positive community outcomes 	 <ul style="list-style-type: none"> Project has been delayed due to the impact of COVID-19 To be addressed in 2021/22 planning 	Libraries
		Report on actions taken or planned in response to 2019-20 customer survey	<ul style="list-style-type: none"> % of identified actions completed Examples of actions taken/outcomes achieved, within the capacity of the library to address 	 <ul style="list-style-type: none"> All five recommendations for 2020 have been met, others for 2021 are on track Crowded shelving will be addressed at Wingham as part of refurbishment project Wifi now available at Old Bar Library New access hours at Harrington have been implemented Online Public Access Catalogue for Gloucester resolved Furniture to be upgraded in Wingham, with plans to upgrade in Tea Gardens and Forster in 2021/22 Technology established to upgrade public PCs Alignment of collection practices well progressed 	Libraries



Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
3.2.3	Enhance access to the library collections	Purchase new stock and review age of current Library collection remains current and relevant to community	<ul style="list-style-type: none"> # of new items purchased Age of collection % of community survey respondents who report satisfaction with library collections 	 <ul style="list-style-type: none"> 14,962 new items purchased 45.72% 0-5 yrs This is down from the previous 12 months, largely due to COVID-19 and staff availability - it will be reviewed and addressed in 21/22 89.21% of survey respondents rated the physical collection as Very Good or Outstanding 85.27% rated the online collection as Very Good or Outstanding New quick loans collection established New seed lending collection planned for launching in July/ Aug 2021 	Libraries
		Consolidate and enhance the collection for the new Forster Library	<ul style="list-style-type: none"> Collection changes completed by opening of new facility 	 <ul style="list-style-type: none"> Project delayed due to COVID-19 Expect this to be completed in 21/22 plan Work has been done on creating a new quick loans collection in preparation for the new Forster Library 	Libraries
		Trial new short-term lending collection	<ul style="list-style-type: none"> Collection introduced to at least one library site # loans of new collection items 	 <ul style="list-style-type: none"> Collection established for Taree and Forster and expected to be made available by end of July 2021 	Libraries

Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 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	Conduct events and programs in alignment with community needs	<ul style="list-style-type: none"> • # of programs and events conducted • # of participants • % of survey respondents who report a positive library experience 	 <ul style="list-style-type: none"> • All face to face programs and events were suspended in 2020 due to COVID-19 and recommenced in March 2021 • In addition to early literacy and young people's programs, a total of 105 library events were held for adults and seniors, with 1,604 participants and the libraries hosted a further 151 programs which attracted 831 participants • These programs were a mixture of face-to-face and online • 80.99% of survey respondents rated events for adults as Very Good or Outstanding 	Libraries



Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
3.2.5	Provide support for local content in the library collections	<ul style="list-style-type: none"> Expand the online digitised local history Collection Provide ability to offer digitised local content on other platforms 	<ul style="list-style-type: none"> # of digitised items added to the collection Digital platforms made available for local content 	 <ul style="list-style-type: none"> Additional equipment purchased to enhance capacity to process images This will enable further digitisation of the Library Management System - supplier developing new platform for digital display Reviewing workflows to enhance digitisation Worked with Tea Gardens Hawks Nest Family History Group to support them with their family history service Support began for the Manning Valley Historical Society in regard to their digitisation project for the Manning River Times Local author talks, including the monthly 'About A Book' zoom events were supported 38 images added to digitised photo database 	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	<ul style="list-style-type: none"> # of clients serviced by this program % of program participants who report satisfaction with service 	 <ul style="list-style-type: none"> 638 individuals and 20 aged care facilities supported Survey to be conducted in 2021/22 	Libraries
		Assist residents to improve literacy levels and their quality of life through the "Better Reading Better Community" initiative	<ul style="list-style-type: none"> # of active tutors 	 <p>Program recommenced in March including eight active tutors with five requests for support</p>	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	Progress/performance measure/s	June 2021 Results	Responsible team
4.1.1	Deliver maintenance programs within allocated budgets	Deliver annual resealing program within allocated budgets and timeframes	<ul style="list-style-type: none"> • % program completed • Examples of significant reseal projects completed from the works program 	 <ul style="list-style-type: none"> • 98% complete • Projects completed: Seal Rocks Road - Seal Rocks (various segments), Coomba Road (various segments), Harrington Road reseal 	Operations
		Deliver annual: <ul style="list-style-type: none"> • Rural road maintenance program • Urban road maintenance program • Regional road maintenance program 	<ul style="list-style-type: none"> • % of annual maintenance program completed • Examples of significant works completed 	 <ul style="list-style-type: none"> • 100% complete • Drainage maintenance in Pacific Palms, Drainage maintenance in Smiths Lake, Natural Disaster response - flooding • Moorral Creek Road gravel resheet • Major bridge maintenance at Cherry Tree Lane 	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	Progress/performance measure/s	June 2021 Results	Responsible team
4.1.2	Efficiently manage maintenance of the road network	<ul style="list-style-type: none"> Identify high risk road maintenance issues and prioritise these works according to available resources Identify improvement opportunities including the adoption of new processes or technologies Recycling and reusing e-materials where possible 	<ul style="list-style-type: none"> % of safety service requests completed on time % of maintenance budget spent # of new processes or technologies trialed Examples of types and amount of materials 	 <ul style="list-style-type: none"> 84% requests completed on time 100% budget spent Roughness meter to assess roads to determine existing road condition Purchase of NAVMAN units to record video of road condition Recycled gravel pavement from Avalon Road used as gravel patch / resheet material on gravel roads Rehabilitating existing pavements through stabilisation of existing materials where appropriate to reduce waste materials Stock piling mulch from tree removal for use as erosion and sediment control to protect exposed earth areas on worksites 	Operations
4.1.3	Implement a single Enterprise Resource Planning solution for MidCoast Council to enable Strategic Asset Management	<ul style="list-style-type: none"> Implement and configure single Property & Revenue system Implement and configure single Document Management system 	<ul style="list-style-type: none"> % of Property and Revenue system users using new single system. % of newly created asset records filed on new document management system 	 <p>Completed</p>	Information Technology

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	Progress/performance measure/s	June 2021 Results	Responsible team
4.1.4	Develop and refine asset management strategies, plan and policies	Prepare Asset Management Plans	<ul style="list-style-type: none"> # of asset management plans prepared 	 Now included in the charter of the Asset Management Working Group with a broader scope to incorporate all asset classes	Transport Assets
		Update MidCoast Council Standard Drawing suite to reflect latest Engineering Specifications to ensure clarity for Developers, Contractors and Operations staff	<ul style="list-style-type: none"> % of Standard Drawings updated to reflect latest specifications 	 All standard drawings are now updated to a common MidCoast Council standard	Projects & Engineering
4.1.5	Plan for future traffic needs as part of the capital works program	<ul style="list-style-type: none"> Monitor traffic flows and accident data to identify traffic movement trends and "black spots" Implement safety or road efficiency improvements accordingly 	<ul style="list-style-type: none"> # of "black spots" or traffic improvement sites identified # of safety improvements implemented in response # of funding applications submitted % successful \$ value of funds received 	 <ul style="list-style-type: none"> 8 applications submitted totalling \$4.8m 7 successful resulting in safety improvements at 7 locations 	Transport Assets
4.1.6	Implement Developer Contribution funded projects	Implement Phase 1 of MidCoast Developer Contributions Plan Project: <ul style="list-style-type: none"> Identify regional and local catchments Complete growth analysis Commence review of current work schedules 	<ul style="list-style-type: none"> % of Phase 1 projects completed 	 <ul style="list-style-type: none"> Review and prioritisation of growth areas in Urban Release Areas Report exhibited in June 2021 will inform sequencing of new infrastructure required to support growth This important body of work will ensure that the new contribution plans respond to growth The contributions plan is scheduled for completion to coincide with the MidCoast LEP/DCP 	Land Use Planning






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	Progress/performance measure/s	June 2021 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	<ul style="list-style-type: none"> # of grant applications made % of applications successful \$ value of grants received Examples of works funded by the grants 	 <ul style="list-style-type: none"> Total of 16 grant applications submitted totalling \$4.2m One successful application to date for \$116,288 which has been delivered Further successful application for \$200,000 due for delivery in 21/22 	Transport Assets
4.2.2	Efficiently manage maintenance of our walking and cycling network	<ul style="list-style-type: none"> Identify high risk walking and cycling maintenance issues and prioritise these works according to available resources Identify improvement opportunities including the adoption of new processes or technologies Recycling and reusing materials where possible 	<ul style="list-style-type: none"> % of safety service requests completed on time % maintenance budget spent # of new processes or technologies trialed Examples of types and amount of materials 	 <ul style="list-style-type: none"> 84% requests completed on time 100% budget spent Improved tracking of Customer Service requests Concrete disposed of at site where it will be recycled 	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	Progress/performance measure/s	June 2021 Results	Responsible team
4.3.1	Pursue opportunities through the State Government for the provision of improved public transport	<ul style="list-style-type: none"> Brief State Government on our public transport needs and future opportunities Apply for funding to implement public transport improvements 	<ul style="list-style-type: none"> # of State Government transport grants applied for % of applications that were successful \$ value of grants received Examples of improvements made from grant funding for a total (\$) value 	 <ul style="list-style-type: none"> Total of 46 grant applications submitted totalling \$49.6m 25 successful applications totalling \$40.2m Examples include replacement of timber bridge structures with concrete, intersection upgrades and road rehabilitation 	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	Progress/performance measure/s	June 2021 Results	Responsible team
5.1.1	Implement system upgrades to improve connectivity and improved ways of working	Upgrade devices with Windows 10 and Office 365	<ul style="list-style-type: none"> % of devices running Windows 10 and Office 365 	 95% of devices are now running Windows 10 and Office 365	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	<ul style="list-style-type: none"> Feasibility study completed by February 2021 	 <ul style="list-style-type: none"> This activity is to be deferred Implementation of additional electronic parking sensors is not feasible with existing resource constraints 	Major Assessment and Regulatory Services
5.1.3	Expand consumer experiences at Manning Regional Art Gallery through new technologies	Investigate opportunities for new technologies to be incorporated into the annual program	<ul style="list-style-type: none"> # of new technologies implemented # of participants accessing new technologies in the program 	 <ul style="list-style-type: none"> New technologies include zoom, projection, sound, and lighting including interactive pieces 1,786 participants 	Growth, Economic Development & Tourism
5.1.4	Provide online access through library services utilising current and emerging technologies	<ul style="list-style-type: none"> Provide free Internet access, including wifi across all staffed library service points Launch library app 	<ul style="list-style-type: none"> # Internet sessions Uptake of library app 	 <ul style="list-style-type: none"> 17,908 sessions, representing 21,366 hours - in-library internet usage 16,765 wireless logins for library wifi 	Libraries
5.1.5	Develop online collections and services at local libraries	Increase eAudio and eBook collections and develop online services	<ul style="list-style-type: none"> # of new eAudio and eBook added to collections # and examples of new online services provided # of eBooks and eAudio loans 	 <ul style="list-style-type: none"> 588 new eAudio added Total eAudio loans 25,280 971 new eBooks added Total eBook loans 32,870 Introduced new Overdrive platform, migrating content from RbDigital platform 	Libraries



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results		Responsible team
5.2.1	Support Telco Authority – Government Radio Network (GRN)	Continue to support the Telco Authority while it establishes the GRN	<ul style="list-style-type: none"> Access provided 100% of occasions when required by Telco Authority 	✔	Completed	Information Technology
5.2.2	Support communications providers to maximise communication opportunities on Council assets	Negotiate leases and licences on Council land for the installation of telecommunications equipment	<ul style="list-style-type: none"> # of leases and/or licences established this period \$ value of income for Council from the leases/licences 	✔	Negotiations continue for 8 telco sites, with 1 additional site identified which would support communications providers and investigations have been developing slowly due to COVID-19 restrictions	Legal & Property Services



Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 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 to foster continued partnerships between Council and Hunter New England Local Health (HNEH) that improve the wellbeing of residents	<ul style="list-style-type: none"> At least 75% of scheduled meetings attended in all three localities Examples of outcomes achieved 	 <ul style="list-style-type: none"> Council officers attended 4 meetings across Forster and Gloucester Three meetings recommenced in February and officers attended all 3 meetings convened from commencement to end of financial year Demonstration provided to members of the Community Directory, improvements to health literature after feedback from committee members Meetings provided additional opportunity to promote consultation for development of the Ageing Strategy 	Community Services
		Participate in Community Safety Precinct Committee meetings across the local government area in order to promote safety messages and improve safety in the broader community	<ul style="list-style-type: none"> At least 75% of meetings attended 	 <ul style="list-style-type: none"> Meetings suspended due to the pandemic Reconvened in May 2021 In total 2 meetings were convened and hosted by Council and attended by Council officers and community members 	Community Services





Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
6.1.2	Develop and implement an integrated compliance strategy, policy and related procedures	Finalise development of a revised compliance policy and operational procedure Establish compliance review panel	<ul style="list-style-type: none"> • Revision of policy & procedures complete • # of ombudsman investigations that vary from Council recommendations • # of compliance issues reviewed by panel that vary from the staff recommendations 	 <p>The revised draft Compliance Policy, Operating Guideline and procedures will be presented to the Policy Working Group in the first term of the newly elected body</p>	Major Assessment and Regulatory Services
6.1.3	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Develop and initiate an ongoing education program to increase community awareness of the emergency management framework and improve their ability to manage and respond to emergency situations	<ul style="list-style-type: none"> • Education program implemented • # of sessions • # of participants 	 <ul style="list-style-type: none"> • Education program implemented as part of the recovery workshops, drop in sessions and community cuppas • 67 community events attended by 2,077 people were hosted by MidCoast Council as part of our bushfire and flood recovery events with some engagement also focusing on future disaster preparedness • Council's Community Recovery Officer is also working with a further three communities to assist develop community disaster preparedness 	Infrastructure & Engineering Services / Engagement, Communication and Education



Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
6.1.3 cont'd	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Revise and update the Local Emergency Plan to incorporate feedback from the recent emergency events	<ul style="list-style-type: none"> Plan revised and adopted by the Local Emergency Management Committee 	 <ul style="list-style-type: none"> Rural Fire Service & MidCoast Council Neighbourhood Safer Place planning meetings held at Black Head Surf Club & Pacific Palms Rural Fire Service Station. Evacuation centre auditing completed with Department Justice & Community Safety Formal review of the Emergency Management Plan has not been completed due to the impact of further major emergency event 	Infrastructure & Engineering Services
		Convene and chair the Local Emergency Management Committee (LEMC)	<ul style="list-style-type: none"> # of meetings held # of organisations participating Examples of meeting outcomes 	 <ul style="list-style-type: none"> Complete 12 LEMC meetings held in first 6 months of the year, 6 BOM weather/forecast webinars Online Flood Emergency Exercise involving Kempsey, Port Macquarie Hastings Council and MidCoast Council 15 organisations involved through LEMC in Operations Stay Summer Safe North & COVID-19 Testing Station Management Commencement of new Local Emergency Operations Controller - induction and introduction to MidCoast Council Introduction of Resilience NSW Emergency Dashboard Coordination of COVID-19 response and testing 	






Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
6.1.3 cont'd	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Implement the annual assets improvement programs for emergency management facilities	<ul style="list-style-type: none"> % of scheduled 2020-21 improvement program completed 	 Complete	Infrastructure & Engineering Services
6.1.4	Promote the improvement of food handling standards at food premises	Inspect local food premises and apply a risk rating in accordance with the Food Authority guidelines	<ul style="list-style-type: none"> 100% of food premises inspected based on risk profile 	 <ul style="list-style-type: none"> 326 inspections of high and medium risk food businesses completed between November and June. This equates to 67% inspected during this period 	Building & Environmental Health Services
		Provide education to promote safe food handling through seminars to existing and new food business operators	<ul style="list-style-type: none"> # of seminars held # of participants in attendance % of new food handling participants represented at seminars 	 Program recommenced with one food seminar held on 27 May 2021, including 30 attendees	Building & Environmental Health Services
6.1.5	Undertake dog owner regulation compliance	Undertake a service review of Council's companion animals pounds facilities and management	<ul style="list-style-type: none"> Plan of management developed and adopted by Council by 30 June 2021 	 <ul style="list-style-type: none"> Review of facilities and procedures completed State government reform of Companion Animal regulations expected in the coming 12 months Preparation, adoption and implementation of Council's Plan of Management delayed to incorporate anticipated legislative changes Benchmarking of service levels and best practise review of animal rehoming processes to continue in preparation for wider industry reform 	Major Assessment and Regulatory Services




Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
6.1.6	Maintain safe work sites to minimise risk to the community	Conduct WHS & Wellbeing education program for staff	<ul style="list-style-type: none"> • # site audits completed • # corrective actions required • # toolbox talks completed with a WHS focus 	 <ul style="list-style-type: none"> • 181 site audits conducted by WHS team during 2020-21 • 16 corrective actions resulting from site audits with majority of issues addressed on site at time of audit • 87 toolbox talks conducted during 2020-21 	Human Resources
		Ensure Contractors being engaged by MidCoast Council to construct Capital Works projects manage worksites in a manner safe for public and construction personnel: <ul style="list-style-type: none"> • Audit contractor insurances • Audit contractor WHS systems and work method statements • Monitor annual accident and near-miss data for all of Council's capital works projects 	<ul style="list-style-type: none"> • % of contractor audits undertaken • # of accidents and near-misses identified • Examples of corrective actions taken 	 <ul style="list-style-type: none"> • MidCoast Council Projects Managers reviewed the WHS systems of 100% of the contractors engaged for capital works projects • 1 accident and 2 hazard reports • Corrective action reports submitted for projects at Gloucester Road Dollys Flat and Old Bar Road - Saltwater intersection 	Projects and Engineering




Strategy 6.1: Work together to promote and enhance community safety









Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
6.1.7	Provide safe public areas	Record and remove or repair vandalism and graffiti in a timely manner	<ul style="list-style-type: none"> % of reported vandalism and graffiti repaired/ removed within 1 week 	 95% of reported graffiti has been removed within a week	Community Spaces, Recreation & Trades
6.1.8	Ensure our roads are safe	<ul style="list-style-type: none"> Identify high risk road maintenance issues and prioritize these works according to available budget Ensure adequate resources are made available to complete work efficiently and safely Monitor expenditure against budget Identify opportunities from improvement including the adoption of new processes or technologies 	<ul style="list-style-type: none"> Number of overdue safety service requests % maintenance budget spent Identify any new processes or technologies trialed 	 <ul style="list-style-type: none"> 3 overdue safety service requests 100% budget spent Development of footpath and cycleway maintenance management plan commenced 	Operations
6.1.9	Provide safe public swimming pools	Complete water testing in accordance with recognised standards and regulations	<ul style="list-style-type: none"> # of tests per pool completed % of compliance 	 <ul style="list-style-type: none"> 3 times / day every 3 hours all pools, monthly samples are biologically tested by Water Services 100% compliance 	Community Spaces, Recreation & Trades
6.1.10	Ensure building certification services are customer focused	Council's building surveyors to undertake accredited training related to building certification	<ul style="list-style-type: none"> 100% of Council Building Certifiers achieve the minimum mandatory continuing professional development required for accreditation 	 Continuing professional development being obtained in accordance with requirements of registrations	Building & Environmental Health Services
		Proactively engage with the local building industry in order to build a positive and productive relationship	<ul style="list-style-type: none"> # of presentations made to local building associations # of attendees % of participants who report dissatisfaction with their relationship 	 <ul style="list-style-type: none"> Presentations recommenced with one being held at Tallwoods with approximately 45 attendees Feedback was obtained relating to timeframes for DA determinations, general understanding given the current high level of development activity 	Building & Environmental Health Services




Strategy 6.1: Work together to promote and enhance community safety



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
6.1.11	Raise community awareness of swimming pool safety	Create partnerships with industry bodies to provide promotional materials which promote swimming pool safety in the local area	<ul style="list-style-type: none"> # of promotional materials deployed # of locations where promotional materials were deployed 	 Promotional materials available to the public at all Council offices	Building & Environmental Health Services
6.1.12	Develop an integrated essential fire safety measures database	Align essential fire safety measures processes across MidCoast	<ul style="list-style-type: none"> Processes aligned in preparation for MC1 by December 2020 	 Process established and operational, currently undergoing process improvement review	Building & Environmental Health Services
6.1.13	Establish a building fire safety upgrade program	Develop a framework and process for conducting new fire safety upgrades and monitoring progress of existing building upgrade projects	<ul style="list-style-type: none"> Framework and processes developed and adopted 	 Process developed - currently undergoing process improvement review	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	Progress/performance measure/s	June 2021 Results	Responsible team
6.2.1	Implement secure and resilient Water and Sewer communication network with 99.999% uptime	Upgrade the following sites: <ul style="list-style-type: none"> • Tuncurry Depot including Council and water facilities • Southern backhaul to Tea Gardens • Bootawa Dam 	<ul style="list-style-type: none"> • Communication network is able to measure 99.999% uptime for critical assets 	 Completed	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 including: <ul style="list-style-type: none"> • Complete proposed acquisition of land for Peg Leg Creek Dam • Complete proposed acquisition of land for Careys Mountain • Finalise easements for rising main HP13 • Finalise access arrangements for Nabiac borefield 	<ul style="list-style-type: none"> • % of land matters completed to allow project milestones to be met 	 <ul style="list-style-type: none"> • Proposed Acquisition Notice for Peg Leg Creek Dam served and Acquisition Notice extended until 3 September 2021 at request of Forestry Corporation of NSW with delay not affecting any project milestones • Land matters and easements for HP13 being tied in with roundabout and on schedule • Enquiries regarding Careys Mountain land acquisition underway and not affecting any project milestones • Survey work complete to finalise Nabiac borefield access arrangements 	Planning & Assets
		In consultation with stakeholders develop a plan for un-serviced villages based on risk prioritisation and identified options	<ul style="list-style-type: none"> • Plan for un-serviced villages is developed by 30 June 2021 	 Completed	Planning & 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	Progress/performance measure/s	June 2021 Results	Responsible team
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 and developed Storm water	<ul style="list-style-type: none"> % of scheduled works completed on time and on budget 	 100% of projects commenced or completed	Transport Assets
6.2.4	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Deliver capital projects to improve the environment and health performance of water services systems, including: <ul style="list-style-type: none"> Complete construction of Pacific Palms Sewage Treatment Plant Stage 1 – Wet weather storage Commence construction of Hallidays Point Sewerage Pump Station HP13 and associated sewer rising main Complete upgrade of water main along Blackhead Rd Complete FO-SPS-18 switchboard upgrade and emergency generator installation Complete Lantana High Voltage transformer replacement Complete Bootawa Electrical Switchroom 1A Renewal 	<ul style="list-style-type: none"> % of projects completed or progressed to the identified phase of the Gateway delivery process 	 <ul style="list-style-type: none"> 95% of projects completed or progressed to the identified phase of the Gateway delivery process  <ul style="list-style-type: none"> Pacific Palms project delayed due to damage caused by intense storm event, scheduled for completion in September 2021  <ul style="list-style-type: none"> HP13 rising main complete and Sewerage Pump Station contract signed contact start in August 2021  <ul style="list-style-type: none"> Water main along Blackhead Road delayed due to continued wet weather, scheduled to be completed in September 2021  <ul style="list-style-type: none"> FO-SPS-18 Switchboard installation and generator completed  <ul style="list-style-type: none"> Lantana Crossing Transformer implementation completed  <ul style="list-style-type: none"> Bootawa 1A electrical Switchboard renewal completed 	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	Progress/performance measure/s	June 2021 Results	Responsible team
6.2.4 cont'd	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Monitor customer consumption and water security to inform Council and Water Resilience Team to assist decision making	<ul style="list-style-type: none"> Monthly reports completed and provided to Council Quarterly reports completed and provided to Council 	 <ul style="list-style-type: none"> Completed monthly reports Completed 4 quarterly reports June & Sep 2020 and Feb and June 2021 	Water Management & Treatment
		Identify ways to increase efficiency of water & sewer services including energy efficiencies	<ul style="list-style-type: none"> # of measures introduced Examples of efficiencies 	 <ul style="list-style-type: none"> Completed 12 months energy consumption review against production Continue to implement the minimisation of raw water pumping during peak and shoulder tariff at Bootawa Water Treatment Plant Identified cost savings by minimising the number of pumps used to transfer water at Darawak pump stations 	Water Management & Treatment
		Continue implementation of the Drinking Water Quality Management Plan, including regular reporting to NSW Health <ul style="list-style-type: none"> Implement water hygiene program including use of ozone trailer Complete 6 months'-auditing on chemical usage Implement backflow prevention program Develop emergency management plan 	Achieve compliance to Australia Drinking Water Guideline <ul style="list-style-type: none"> Greater than 99% of biological compliance 99% of physical compliance 95% of chemical compliance 	 <ul style="list-style-type: none"> Achieved 100% compliance of biological compliance Achieved 100% of physical compliance Achieved 99% of chemical compliance 	Water Management & Treatment/ Planning & 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	Progress/performance measure/s	June 2021 Results	Responsible team
6.2.4 cont'd	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Continue implementation of the Recycled Water Quality Management Plans: <ul style="list-style-type: none"> regular monitoring, review and reporting Annual return to Department of Planning Industries & Environment (DPIE) 	<ul style="list-style-type: none"> EPA informed of any incidents 100% of the time Annual Return to DPIE completed 	 <ul style="list-style-type: none"> Informed EPA on all the incidents 100% of the time Completed annual returns to DPIE as required 	Water Management & Treatment
		<ul style="list-style-type: none"> Monitor trade waste, surface and groundwater catchments for compliance with regulator conditions and report to DPIE 	<ul style="list-style-type: none"> Annual report to DPIE completed # of non-compliance 	 <ul style="list-style-type: none"> Completed annual reports to DPIE 3 ammonia non-compliance at Gloucester Sewage Treatment Plant due to limitation in terms of treatment process, treatment plant will be upgraded in next few years 1 ammonia and FC non-compliance at Stroud Sewage Treatment Plant, 2 FC non-compliance at Hawks Nest, 1 oxidised nitrogen at Bulahdelah 	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	Progress/performance measure/s	June 2021 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	Commence the Integrated Water Cycle Management (IWCM) Strategy review	<ul style="list-style-type: none"> IWCM Strategy underway by 30 June 2021 	 Completed	Planning & Assets	
		Complete the detailed design for long term service delivery strategies and asset upgrades. <ul style="list-style-type: none"> Gloucester Sewage Treatment Plant (STP) Hawks Nest Sewage Treatment Plant upgrade 	<ul style="list-style-type: none"> Detailed design complete 30 June 2021 Detailed design commenced by 30 June 2021 Detailed design complete 30 September 2020 Construction underway 30 June 2021 	   	<ul style="list-style-type: none"> Gloucester STP design delayed. Concept design scheduled to be complete by 30 June 2021 Hawks Nest STP upgrade concept design underway Harrington STP upgrade concept design underway Construction scheduled to commence prior to 30 June 2021 	Planning & Assets/Capital Works
		Commence detailed design for the Harrington Sewage Treatment Plant upgrade	<ul style="list-style-type: none"> Concept design complete before 30 June 2021 		Concept phase for new sewer rising main underway scheduled for completion in 2021/22	Planning & Assets
		Complete detailed design and commence construction of the Gloucester Water supply reservoir replacement project				




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	Progress/performance measure/s	June 2021 Results	Responsible team	
6.2.5 cont'd	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	Deliver the Backflow Prevention Implementation Program by: <ul style="list-style-type: none"> Developing Backflow Prevention Procedures to support adopted Policy Delivering pilot program for Council owned assets Auditing privately owned testable devices to establish compliance 	<ul style="list-style-type: none"> % of endorsed program delivered within budget and on time 	 <ul style="list-style-type: none"> Backflow Prevention Procedure endorsed and program on schedule Pilot program for council backflow prevention assets complete and QR codes installed Audit of privately owned assets underway 	Planning & Assets	
		Delivery of the Asset Management Working Group (AMWG) Program Plan	<ul style="list-style-type: none"> Program deliverables adopted by council 30 June 2021 		AMWG program on schedule	Planning & Assets
		Renew water mains in accordance with the asset renewal program including: <ul style="list-style-type: none"> Various critical water mains replacements within the Gloucester area Old Bar Road, Pampoolah 	<ul style="list-style-type: none"> % of program delivered within budget and on time 		<ul style="list-style-type: none"> Water renewals program completed which included delivery of modifications to program to suit Roads renewals program Projects completed included renewals in Cooperbrook, Old Bar, Wingham, Taree, Forster, Cundletown, Gloucester & Tuncurry 	Capital Works
		Renew sewer mains in accordance with the asset renewal program including mains in: <ul style="list-style-type: none"> King Street, Cundletown Shoreline Road, Tea Gardens Oxley Street, Taree Richardson Street, Wingham Edgar Street, Bulahdelah 	<ul style="list-style-type: none"> % of program delivered within budget and on time 		<ul style="list-style-type: none"> Sewer renewal program including predominately relining of sewer mains Project completed included renewals in sewer catchments in Taree, Wingham, Tea Gardens, Tuncurry, Hawks Nest and Smiths Lake 	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	Progress/performance measure/s	June 2021 Results	Responsible team
6.2.5 cont'd	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	Renew switchboards, SCADA (Software & Hardware System), electrical equipment, RTUs, instrumentation and drives in accordance with the asset renewal program, including detailed design and delivery to high-risk sites: <ul style="list-style-type: none"> • Taree Sewage Pump Station (SPS) 01 • Taree SPS 06 • Taree SPS 11 • Pacific Palms SPS 15 (T) • Motor Control centres at Forster Sewage Treatment Plant Main Switchroom & Effluent Switchroom incorporating blower and PLC panels • Taree SPS-24 • Gloucester Water Pump Station (WPS)-03 • Forster SPS-08 • Forster SPS-12 • Forster SPS -17 • Seven Mile SPS-02 • Pacific Palms SPS-09 • Tea Gardens SPS-07 • PP-WPS-01 • SL-WPS-01 	<ul style="list-style-type: none"> • % of high-risk sites targeted for design completion before 30 June 2021 	 <ul style="list-style-type: none"> • TA-SPS-01 & TA-SPS-06 detail design delayed, initial investigation has been undertaken and development of electrical design SOW's has commenced  <ul style="list-style-type: none"> • Forster STP detail design delayed, Initial investigation commenced  <ul style="list-style-type: none"> • Switchboard Renewals Program is progressing with TA-SPS-24, FO-SPS-08, PP-WPS-01 and SL-WPS-01 design completed & switchboards in the manufacturing phase  <ul style="list-style-type: none"> • Detailed design of GL-WPS-03, FO-SPS-12, FO-SPS-17, TG-SPS-07 Switchboards completed  <ul style="list-style-type: none"> • Detailed design of SM-SPS-02, PP-SPS-09 and TI-SPS-01 in process and nearing completion 	Planning & Assets / Capital Works / Response Operations & Maintenance
		Renew components of sewer pump stations in accordance with the asset renewal program including: <ul style="list-style-type: none"> • Taree SPS 03 • Taree SPS 10 • Wingham SPS01 • Tea Gardens SPS 01 • Tea Gardens SPS 06 	<ul style="list-style-type: none"> • % of program delivered within budget and on time 	 <ul style="list-style-type: none"> • Taree SPS 03, Taree SPS 10 & Wingham SPS 01 delayed 	

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	Progress/performance measure/s	June 2021 Results	Responsible team
6.2.5 cont'd	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	Investigate opportunities for unused reservoirs and options including divesting/transferring any surplus lands	<ul style="list-style-type: none"> Investigation complete and reported to council by 31 Dec 2020 	 Investigation underway and delayed with workshop to be held early 2021-22	Planning & Assets
		Complete SCADA (hardware and software system) Strategy review	<ul style="list-style-type: none"> SCADA Strategy review completed and adopted by 31 Dec 2020. SCADA Operational Control Plan developed by 30 June 2021 	 <ul style="list-style-type: none"> SCADA Strategy review completed Draft SCADA Operational Control Plan complete 	Planning & Assets
		Implement a trial of data analytical software for SCADA, laboratory and operational data	<ul style="list-style-type: none"> Trial commenced by December 2020 	 Water Outlook trial complete and rollout underway	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	Progress/performance measure/s	June 2021 Results	Responsible team
6.3.1	Educate community, businesses and organisations on public health standards	Develop an environmental health education plan to encourage understanding of public health standards	<ul style="list-style-type: none"> Plan finalised by Dec 2020 % of scheduled 2020-21 actions implemented 	 This project has been withdrawn for rescoping and decision given changes to priorities and resourcing	Engagement, Communication and Education
		Provide public health education to the community through the provision of routine inspections and by responding to complaints	<ul style="list-style-type: none"> % of complaints responded to in line with published standards # of inspections that resulted in the issue of notices or orders 	 <ul style="list-style-type: none"> 337 complaints received with 92% completed 2 clean-up notices issued 	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	<ul style="list-style-type: none"> # of inspections conducted % of inspections that identified non-compliance resulting improvement notice % of non-compliance issues resolved within requisite timeframes 	 <ul style="list-style-type: none"> 248 COVID-19 educational inspections, 143 COVID-19 re-inspections, 76 combined food and COVID-19 inspections and 16 skin penetration premises inspected 3 cooling tower premises inspected 8 food improvement notices 8 issues resolved/on schedule 	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	Progress/performance measure/s	June 2021 Results	Responsible team
6.4.1	Develop a strategic plan for the provision of appropriate recreational facilities	Review the distribution of current recreational facilities and undertake a needs analysis for new and updated facilities	<ul style="list-style-type: none"> Engage a Recreation Planner to complete a needs analysis and create a priority works program % of recreational facilities reviewed Needs analysis completed Priority works program adopted 	 <ul style="list-style-type: none"> Consultant engaged - 100% of facilities reviewed - needs analysis and priority works program requires community engagement Needs analysis review commenced 	Community Spaces, Recreation & Trades
		Implement a strategic plan for the provision of appropriate recreational facilities across the MidCoast LGA	<ul style="list-style-type: none"> Strategic plan developed and adopted by Council by 30 June 2021 	 <ul style="list-style-type: none"> Delayed until completion of needs analysis review 	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	Progress/performance measure/s	June 2021 Results	Responsible team
7.1.1	Develop and implement natural area management plans for community land	Complete condition audit of Council's natural area reserves and prepare asset management plans for high priority sites	<ul style="list-style-type: none"> • % of condition audits completed • % of high priority site asset management plans prepared 	 <ul style="list-style-type: none"> • Development of the audit software has been completed and audits of Council's natural area reserves are underway (approx. 10% of 500+ reserves) with the focus on reserves within the coastal zone due to increased pressures from urban development • Audits are due to be completed by December 2021 with preparation of management plans for high priority areas to commence soon after 	Natural Systems
7.1.2	Develop and implement a Biodiversity Framework for the MidCoast LGA	Prepare local area conservation action plan for Tinonee in consultation with the community	<ul style="list-style-type: none"> • Tinonee action plan adopted • Community engagement outcomes reflected in final plan 	 <ul style="list-style-type: none"> • Wildlife corridors study scheduled for completion October 2021 • Will inform the conservation action plan for Tinonee. Overall Tinonee Local Conservation Action Plan scheduled for completion June 2022 	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	Progress/performance measure/s	June 2021 Results	Responsible team
7.1.3	Design and implement stormwater quality measures for capital projects as appropriate	Design stormwater quality improvement treatment into The Lakes Way / Tea Tree Road upgrade project	<ul style="list-style-type: none"> % of projects delivered with quality stormwater treatment 	 <p>The Lakes Way project is 100% designed and tendered - contract awarded with commencement in August 2021. Design is compatible with the Stormwater Quality treatment basins that are being designed by consultant</p>	Projects & Engineering
7.1.4	Ensure that our areas and features of high natural environmental value are properly recognised and protected in land use planning	Use available environmental data to identify in the Rural Strategy areas of importance for protection	<ul style="list-style-type: none"> Rural Strategy identifies high value land for protection 	 <p>The Rural Strategy completed and due for exhibition on 30 August 2021</p>	Land Use Planning





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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 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 Upper Myall and Bulahdelah Area Flood Study	<ul style="list-style-type: none"> Sea level rise predictions incorporated into the Upper Myall and Bulahdelah Area Flood Study 	 <p>Sea level rise has been incorporated into the Flood Risk Management Studies and Plans for the Upper Myall and Bulahdelah area</p>	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 (CMP) for the Old Bar Manning Point coastal compartment	<ul style="list-style-type: none"> CMP meets required standards for certification 	 <ul style="list-style-type: none"> Draft consultant brief prepared to assess the acceptability, feasibility and viability of CMP management options including economic analysis. Met with Old Bar Manning Point CMP reference group in November 2020 No further work undertaken since December due to recruitment of replacement coastal planner 	Natural Systems
7.2.3	Develop appropriate responses to climate change in land use planning	Consider the impacts of climate change and determine appropriate responses for rural and environmental lands	<ul style="list-style-type: none"> Climate change impacts included in the Rural Strategy 	 <p>The Rural Strategy completed and due for exhibition on 30 August 2021</p>	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	Progress/performance measure/s	June 2021 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 through effective community events/ activities	<ul style="list-style-type: none"> 250 people attending Report Card engagement events 	 <ul style="list-style-type: none"> Due to COVID-19 restrictions the waterway health report card was released at a live zoom event in November 2020. A series of 4 events were held to 'celebrate the science' where scientists presented their research to the community Events engaged with a total of 150 people 	Natural Systems
7.3.2	Develop a Manning River Coastal (catchment and estuary) Management Plan (CMP)	Complete development of the Manning Estuary Coastal Management Program	<ul style="list-style-type: none"> CMP meets the standards required for certification 	 <p>Draft Manning Estuary Coastal Management Program completed and submitted to Council for adoption on 28 July 2021</p>	Natural Systems
7.3.3	Undertake acid sulfate soil remediation and wetland management	Priority implementation projects within the Lower Manning River Drainage Remediation Action Plan are progressed in line with funding agreements	<ul style="list-style-type: none"> % of priority projects completed 	 <p>Projects delayed pending ongoing negotiations and securing of funding</p>	Natural Systems
7.3.4	Develop and maintain a strategic approach to stormwater quality management	Asset management systems and procedures developed for all large stormwater quality improvement devices maintained by Council	<ul style="list-style-type: none"> 65% of large stormwater quality improvement devices with established management systems 	 <ul style="list-style-type: none"> All proprietary stormwater quality devices either rectified or rectification in progress Regular inspection and clean out scheduled 	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	Progress/performance measure/s	June 2021 Results	Responsible team
7.3.5	Ensure that Council's land use planning controls include appropriate provisions to manage the quality of stormwater runoff from new development	Review applicability of Council's Guidelines for Water Sensitive Design Strategies for inclusion into the MidCoast Development Control Plan (DCP)	<ul style="list-style-type: none"> Review complete Applicable content identified for DCP 	 Whilst the LEP and DCP has not been completed, the MidCoast wide strategic land use documents (agreed with DPIE in 2016) that inform the LEP/DCP have been largely completed and consequently fast track the drafting of these documents commencing in 2022	Land Use Planning
7.3.6	Protect water catchments to sustain high quality and dependable water supplies across the region	Identify drinking water catchments as part of development of the Rural Strategy	<ul style="list-style-type: none"> Drinking water catchments identified 	 The Rural Strategy completed and due for exhibition on 30 August 2021	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; Meet or exceed licence conditions	<ul style="list-style-type: none"> Greater than 95% compliance of EPA effluent quality 	 99% compliance of EPA effluent quality for year 2020-21	Water Management & Treatment
		Pursue opportunities to increase the level of effluent reuse <ul style="list-style-type: none"> Apply to DPIE for approval to reuse water for stock watering and road works from Tuncurry Recycled Water Treatment Plant (RTP) Complete a feasibility report on mobile recycled water treatment plant 	<ul style="list-style-type: none"> Application submitted to DPIE to reuse water for stock watering Application submitted to DPIE to reuse water for road works Feasibility report completed 	 <ul style="list-style-type: none"> Received approval for using recycling water for stock watering during water restriction Received approval for using recycling water for road works during water restriction Feasibility report 50% completed, planned to be completed in 2021 	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	Progress/performance measure/s	June 2021 Results	Responsible team
7.4.1	Engage with the community to develop understanding of estuary, water quality, weed biosecurity and biodiversity	Backyard Bushcare Program completed at Pacific Palms and Green Point to reduce the number of properties with priority weeds	<ul style="list-style-type: none"> # of properties with priority weeds compared to the previous inspections 	 <ul style="list-style-type: none"> Backyard Bushcare program completed at Pacific Palms Inspections completed at Green Point 	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	Progress/performance measure/s	June 2021 Results	Responsible team
7.5.1	Ongoing implementation of Natural Resource Management plans and strategies	Complete five landholder agreements through the <i>Beyond the Shed</i> program to assist manage nutrient run-off in the Karuah catchment	<ul style="list-style-type: none"> # of landholder agreements finalised. # of mitigation projects implemented 	 <ul style="list-style-type: none"> 7 agreements finalised 2 projects completed 5 projects in progress 	Natural Systems
7.5.2	Ongoing implementation of the NSW Weeds Action Program	Engage with key stakeholders to deliver the primary stage of the Groundsel Bush weed control program	<ul style="list-style-type: none"> % of key stakeholders engaged % of Groundsel Bush control completed 	 <ul style="list-style-type: none"> 100% of known stakeholders engaged with Australian Rail and Track Corporation (ARTC) now coming on board (with assistance from HLLS) to manage Groundsel bush and other priority species on land under their care and control 90% (ARTC yet to commence) of first pass treatments for Groundsel bush have occurred Treatments of groundsel bush are On-going with a view to local eradication leading to compliance measures under the biosecurity act and complimenting state Weeds Action Program (WAP), regional and local priorities 	Natural Systems

Strategy 8.1: Sustainably manage our waste through reduction, reuse, recycling and repurposing						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team	
8.1.1	Reduce the amount of waste that goes to landfill per capita	Develop and commence implementation of a waste education plan to encourage community understanding of how households can reduce the waste sent to landfill	<ul style="list-style-type: none"> Achieve a 5% reduction in household red bin contents 		Waste education plan developed, adopted and implementation has commenced	Engagement, Communication and Education
		Build Waste Transfer Station at Stroud and close the Stroud Landfill	<ul style="list-style-type: none"> Transfer Station Operational by 30 June 2021 		Delayed due to staff resourcing, EPA grant funding extension is approved until 30 June 2022	Waste Services
		Investigate the feasibility of introducing FOGO (Food Organics & Garden Organics) in the waste collection contract	<ul style="list-style-type: none"> FOGO feasibility completed 		<ul style="list-style-type: none"> Postponed, and redrafted to include water services - biosolids in the processing options Due for completion 30 June 2022 	Waste Services
8.1.2	Maintain the level of beneficial reuse of biosolids from wastewater treatment	Complete the sampling, testing and reporting prescribed by EPA guidelines Complete provisional assessments on five new beneficial reuse sites	<ul style="list-style-type: none"> 100% compliance with EPA guidelines for sampling, testing and reporting # of new reuse sites provisionally assessed 		<ul style="list-style-type: none"> Achieved 100% compliance with EPA guidelines for sampling, testing and reporting Signed 1 new reuse site agreement with the owner Completed 4 new reuse site assessment 	Water Management & Treatment
8.1.3	Enhance re-use of roads material	Implement Stockpile Management Plan Utilise recycled / reused materials where possible	<ul style="list-style-type: none"> % conformance with Stockpile Management Plan 		<ul style="list-style-type: none"> 90% conformance Issued for use when establishing small temporary stockpile sites, Site specific plans being developed for permanent stockpile sites 	Operations




Strategy 8.2: Proactively manage our resource consumption

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
8.2.1	Develop and implement a Sustainability Action Plan for Council assets and operations that focuses on minimising consumption	Develop a Climate Change Action Plan which establishes consumption targets and actions to reduce emissions across Council's operations. Monitor consumption and emissions using Azility energy management software	<ul style="list-style-type: none"> Action Plan adopted by June 2021 Amount of consumption Amount of emissions 	 <ul style="list-style-type: none"> Climate Change Policy and Strategy adopted June 2021 Council's energy consumption and associated emissions are being monitored by Azility (financial year results are not yet available due to electricity billing time lag) 	Natural Systems
8.2.2	Optimise the efficiency of our water and wastewater infrastructure	Implement the controls to attenuate peak flows in the Tea Gardens and Cundletown sewerage systems	<ul style="list-style-type: none"> Controls implemented and tested 	 <ul style="list-style-type: none"> Project on hold until adequate survey data available 	Planning & Assets
		Investigate and trial utilising the network to restrict pumping during peak tariff periods	<ul style="list-style-type: none"> Ratio of energy use (peak vs off-peak) for each trial pump station 	 <ul style="list-style-type: none"> Investigation and hydraulic modelling underway 	Planning & Assets
		Install solar power systems in at least five sites with a target total power generation of at least 25kW	<ul style="list-style-type: none"> # of solar power installations Total amount of kW generated 	 <ul style="list-style-type: none"> Project initiated, all treatment plants and sewer pump stations assessed with 7 sites identified as high priority - overall power generation of 300kW Project to be implemented over the next 24 months 	Water Management & Treatment / Capital Works



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	Progress/performance measure/s	June 2021 Results	Responsible team
9.1.1	Design new Council developments to complement the surrounding environment	Design the Civic Precinct project in Forster to be sympathetic with the surrounds	<ul style="list-style-type: none"> Building design meets DA requirements % of surveyed respondents who agree that precinct design complements surrounding environment 	 <ul style="list-style-type: none"> Project delayed due to the impact of COVID-19 Recommencement in 21-22 subject to planning approvals 	Libraries & Community Services
9.1.2	Reduce pollutant, sediment and nutrient loads from new development	Prepare detailed design for Dunns Creek water quality treatment basin Refurbish two bioretention basins at Palms Estate Forster	<ul style="list-style-type: none"> Prepare two designs for water quality treatment in Dunns Creek. Refurbish two bioretention basins in Palms Estate 	 <ul style="list-style-type: none"> Detailed designs of Dunns Creek water quality treatment basin completed and grant funding received Refurbishment of bioretention basins scheduled for 21-22 	Natural Systems
9.1.3	Implement a dredging program to maintain safe and sustainable recreation use of waterways	Complete maintenance dredging projects at Tuncurry, Manning River South Arm/Farquhar Park and Eastern Channel of Myall River	<ul style="list-style-type: none"> Projects completed to required design and operation benchmarks 	 <ul style="list-style-type: none"> Lower Myall River maintenance dredging completed Manning River South Arm/Farquhar Park channel commenced Tuncurry scheduled for 21-22 Initial delays due to securing approvals then flood delays 	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	Progress/performance measure/s	June 2021 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	Commence drafting of MidCoast Local Environmental Plan (LEP), including consideration of appropriate natural and heritage values	<ul style="list-style-type: none"> Clauses and associated LEP maps identified 	 Whilst the LEP and DCP has not been completed, the MidCoast wide strategic land use documents (agreed with DPIE in 2016) that inform the LEP/DCP have been largely completed and consequently fast track the drafting of these documents commencing in 2022	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 Urban Land Monitor, including criteria for growth areas to consider natural assets and heritage sites	<ul style="list-style-type: none"> Urban Land Monitor adopted 	 Urban Land Monitor adopted December 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	Progress/performance measure/s	June 2021 Results	Responsible team
9.2.1	Undertake strategic management of Council's land portfolio	Maximise the sale of the remaining lots at the Taree Aviation Park by working with the appointed sales and managing agents and consulting with other lot owners	<ul style="list-style-type: none"> # of lots sold # of lots remaining 	 <ul style="list-style-type: none"> 4 lots have been sold from stage 2 this financial year leaving only 1 lot unsold Stage 3 subdivision is now being finalised which will enable the marketing of a further 5 lots in the 2021-2022 financial year 	Legal & Property Services
		Identify opportunities for the disposal of surplus Council land and office buildings in accordance with the Biripi Way funding strategy, including Chapmans Road, Tuncurry and the Council offices at Breese Parade, Forster	<ul style="list-style-type: none"> # of land assets identified for sale # of land assets sold 	 <ul style="list-style-type: none"> 40 Chapmans Road sale contract is now unconditional and settlement is due to occur in April 2022 16 Breese Parade Forster has been conditionally sold to Health Administration with settlement likely to occur by October 2021 An offer to purchase the vacant land at 18 Breese Parade Forster has been received and terms are currently being finalised with an anticipated settlement timing of October 2021 	Legal & Property Services
		Continue to review, revise and prepare plans of management for all Council-managed Crown Land	<ul style="list-style-type: none"> % of Council-managed Crown Land properties with a current Plan of management in place 	 <p>100% - Plan of Management requires Ministers approval prior adoption by Council</p>	Community Spaces, Recreation & Trades
9.2.2	Manage and maintain Council's building assets on a sustainable basis	Works program prepared with recommendations for funding for maintenance and upgrade to be considered for the 2021/22 budget	<ul style="list-style-type: none"> Annual works program for maintenance, upgrade and improvement of public buildings that reflect the needs of the users and asset management plan complete 	 <ul style="list-style-type: none"> Annual works program in place Asset management plans required for most buildings 	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	Progress/performance measure/s	June 2021 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	Include consideration of community aspirations and recognize the character of different settlements, and balance development opportunities with environmental, social and employment outcomes in the drafting of the aims of the MidCoast Local Environmental Plan (LEP)	<ul style="list-style-type: none"> Aims of MidCoast LEP finalised 	 Whilst the LEP and DCP has not been completed, the MidCoast wide strategic land use documents (agreed with DPIE in 2016) that inform the LEP/DCP have been largely completed and consequently fast track the drafting of these documents commencing in 2022	Land Use Planning
9.2.4	Monitor the supply of and demand for residential land to enable Council to program new land releases	Assess the supply and demand of residential land for urban settlements for inclusion in the Urban Land Monitor	<ul style="list-style-type: none"> Urban residential land demand and supply included in the Urban Land Monitor 	 Urban Land Monitor adopted in December 2020	Land Use Planning
9.2.5	Undertake activities that ensure processing of development applications is efficient and effective	Adapt new technology to assessment processes to achieve efficiencies in the average time taken to assess DA's	<ul style="list-style-type: none"> Average time taken to assess DAs (compared to same time last year) 	 <ul style="list-style-type: none"> Lodgement and assessment of applications has transitioned to digital and paperlight through the mandatory use of the NSW Planning Portal and implementation of MC1, our consolidated application assessment system Assessment times for applications have been maintained whilst a significant upturn in development activity has occurred during this report period 	Major Assessment and Regulatory Services

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 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	Include controls in the draft MidCoast Local Environmental Plan (LEP) that incorporate sustainable development principles and high standards of built form reflecting the character and role of each of our settlements	<ul style="list-style-type: none"> Sustainable development, built form and character controls identified 	 <p>The reports subject to the Zoning In consultation have been updated to reflect the Council recommendation from December 2021</p>	Land Use Planning




Strategy 9.4: Encourage well designed streetscapes in urban centres


Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
9.4.1	Develop streetscape plans for all urban centres	Review and implement urban street tree planting schedule for all urban centres	<ul style="list-style-type: none"> % of tree planting schedule completed 	 <ul style="list-style-type: none"> Schedule complete - requires community engagement and funding to implement in a proactive manner Funding exists to replace dead or dying trees in a reactive manner 	Community Spaces, Recreation & Trades
9.4.2	Incorporate streetscape considerations in road designs	<ul style="list-style-type: none"> Incorporate streetscape improvements into construction of Queen Street Gloucester and Farquhar Street Wingham Incorporate streetscape improvements into the design for Isabella Street Wingham 	<ul style="list-style-type: none"> Quality streetscape improvements realised 	 <ul style="list-style-type: none"> Queen Street streetscape complete with a good result Farquhar Street design complete and incorporates streetscape improvements - yet to be constructed Landscape architect has incorporated streetscaping improvements into the Wingham CBD Beatification plans - concept plan being presented to 28 July 2021 council meeting 	Projects & Engineering



WE VALUE...

our thriving and growing economy




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	Progress/performance measure/s	June 2021 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	Deliver a program to build the capacity of local tourism businesses in developing product and experiences to meet the needs of target markets identified in the Destination Management Plan	<ul style="list-style-type: none"> # of workshops delivered # of participants Participant satisfaction levels # of new or repackaged product or experiences developed 	 <ul style="list-style-type: none"> Program delayed due to COVID-19. Product & Experience Development Workshops rescheduled for September 2021 Successful grant application to support development of new Food Trails in development for new 'bEATS' Festival in conjunction with existing event organisers 	Growth, Economic Development & Tourism	
10.1.2	Develop and market the MidCoast destination to attract identified target visitor markets	Develop and implement the Destination Barrington Coast Marketing Plan 2020/2021	<ul style="list-style-type: none"> % of 2020-21 actions of Marketing Plan completed 		100% of actions completed	Growth, Economic Development & Tourism
		Ongoing development of the Barrington Coast Destination Website and provision of website business engagement and participatory opportunities	<ul style="list-style-type: none"> # of business utilising website Website performance reporting commenced 		<ul style="list-style-type: none"> New Destination Website launched Dec 2020 with 581 businesses listed on site Engagement with businesses regarding providing Local Guides & Field Expert Guides for the website (15 received to date) Monthly website performance reporting commenced 	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	Progress/performance measure/s	June 2021 Results	Responsible team
10.1.2 cont'd	Develop and market the MidCoast destination to attract identified target visitor markets	Deliver the Barrington Coast Winter Marketing Campaign	<ul style="list-style-type: none"> Marketing Campaign delivered Performance metrics developed Marketing performance reporting commenced 	 <ul style="list-style-type: none"> Campaign developed and launched May 2021 Performance metrics developed & reporting commenced Early results from Phase 1 - Brand Awareness, indicate Campaign is performing very strongly 	Growth, Economic Development & Tourism
		Increase awareness of, and sentiment towards the Barrington Coast brand both locally and in key visitor markets	<ul style="list-style-type: none"> Tourism Sentiment Index tracking score (compared with same period last year) 	 <ul style="list-style-type: none"> TSI tracking now available in real-time online & includes COVID-19 impact tracker Score not yet available for 2020/21 however, the volume of online conversations were up with 25,000+ conversations actively promoting Barrington Coast (24% growth) This is a good indication of overall growth in awareness of Barrington Coast's tourism offerings 	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	Progress/performance measure/s	June 2021 Results	Responsible team
10.1.3	Develop and deliver a first class customer experience for visitors and residents across all channels and visitor touch points	Implement Barrington Coast Visitor Services Strategy Action Plan	<ul style="list-style-type: none"> # & % of recommendations implemented 	 <ul style="list-style-type: none"> Visitor Survey Strategy completed December 2020 Action Plan roll-out to commenced February 2021 Of the 14 High Priority Actions (12 months), 5 (36%) completed, 8 (57%) commenced, 1 (7%) not started 	Growth, Economic Development & Tourism
		Complete development of the new Forster Visitor Centre	<ul style="list-style-type: none"> New Forster Visitor Centre opened 	 <ul style="list-style-type: none"> Development delayed Work continues on plans for new Visitor Centre areas in line with the Visitor Services Strategy recommendations 	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	Progress/performance measure/s	June 2021 Results		Responsible team
10.2.1	Strengthen the region as a location of choice for business to invest	Support Northern Gateway through stakeholder engagement to ensure funding allocated addresses project needs	<ul style="list-style-type: none"> Plans for public infrastructure associated with the needs of the site completed 	✔	Construction works on public infrastructure has commenced with completion expected to occur in 2022	Growth, Economic Development & Tourism
		Investigate the development of a Northern Gateway Masterplan and/or Prospectus – identify required content and consult and inform relevant stakeholders	<ul style="list-style-type: none"> Required content identified and relevant stakeholders consulted and informed Agreement to proceed with Masterplan and/or Prospectus 	✔	Commercial & Property Section of Council have commenced discussion with landowners Growth, Economic Development & Tourism staff continue to ensure public information is maintained on Council's website	Growth, Economic Development & Tourism
		Include in the draft MidCoast Local Environmental Plan (LEP) clauses and mapping identified in the Manning Health/Taree CBD Precinct Plan and Employment Zone Review	<ul style="list-style-type: none"> Clauses and maps included 	✔	Manning Health/Taree CBD Precinct Plan and Employment Zone Review adopted in December 2020 - will be included in MidCoast LEP following adoption of Rural Strategy	Land Use Planning

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


Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
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	<ul style="list-style-type: none"> • # workshops conducted • # of attendees • # of partnerships used to deliver workshops/sessions • % of positive feedback from participants 	 <ul style="list-style-type: none"> • In the first half of the review period workshops were replaced with alternative supporting resources due to COVID-19 restrictions and the availability of online webinars for businesses from a range of other sources • Resources included creation of a dedicated business assistance website and email service as well as the #shopmidcoast program and 'how to' guides • Council also established a business directory for consumers which indicated how best to engage with participating businesses • Two separate workshop series were held in early 2021 focussing on Business Planning for Creative Industries and Grant Writing • Both workshop series were funded via the State Governments Community Resilience and Economic Recovery Grant 	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	Progress/performance measure/s	June 2021 Results		Responsible team
10.2.2 cont'd					<ul style="list-style-type: none"> • A total of 8 Grant Writing Workshops were held in the following locations - Wingham, Gloucester, Tea Gardens, Elands, Forster and Taree with 120 participants Feedback received indicated a future need to deliver these workshops on an annual basis to ensure capacity within community groups can be retained • A 2 day Business Planning Workshop for creative industries - was held at the Manning Entertainment Centre in Taree with 30 attendees • The workshops were facilitated by a NSW Business Connect provider which enables participants to increase their level of awareness of this State initiative to support Small Business 	


Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new business					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
10.2.3	Market the MidCoast region	Investigate targeted marketing opportunities which link with the identified strengths of the region in the Regional Economic Development Strategy (REDS)	<ul style="list-style-type: none"> • # of new opportunities identified • # of programs delivered or supported • Feedback on campaign outcomes (where available) 	 <ul style="list-style-type: none"> • Partnership with Destination North Coast Business Events program continues • Databases are being built to ensure information is available to respond to expressions of interest and ad hoc opportunities • Support continues to be offered to the Team Taree project where possible • Discussions being held regarding a masterplan and marketing of opportunities in the Gloucester Light Industrial Area 	Growth, Economic Development & Tourism
10.2.4	Develop capacity and skills building, networking and partnership opportunities for the tourism and hospitality industry	Develop and deliver capacity and skills building workshops for local tourism businesses	<ul style="list-style-type: none"> • # of workshops delivered. • # of participants • % of participant who report increased knowledge/skills following workshops 	 <ul style="list-style-type: none"> • "Social Media for Business" workshop held in June 2021 • 14 businesses, 20 attendees in person - 62 additional businesses signed-up for workshop video and training manual • 100% of attendees said they would recommend to others (promoters) and 100% rated the workshop as excellent or very good • Product/Experience development capacity building workshops booked for June, re-scheduled to September due to COVID-19 	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	Progress/performance measure/s	June 2021 Results	Responsible team
10.2.5	Reduce the economic impact of charges for Water & Wastewater services	Implement review recommendations to address social responsibility and hardship	<ul style="list-style-type: none"> % of recommendations implemented 	 To be undertaken with Water and Sewer Strategic Business Plan and IWCM Strategy review	Planning & Assets
		Develop and implement a water education and efficiency program that capitalises on the recent behavioral change as a result of drought and water restrictions	<ul style="list-style-type: none"> Program developed % of scheduled 2020-21 actions implemented 	 Education Officer recruited and development of water education program currently underway	Infrastructure & Engineering Services / Engagement, Communication and Education
		Trial smart meters, select suitable meters and begin roll out of smart meters at selected locations to reduce water use through customer awareness and interaction, with target of 2.5% reduction in water use at those sites	<ul style="list-style-type: none"> Water use rates at smart meter sites (compared to same period last year) 	 Trial of smart meters at Stroud Road underway - savings of over 26ML made this year through leaks found on sites with smart meters	Planning & Assets / Response Operations & Maintenance
10.2.6	Review Council land portfolio and commercial services operations	Commence preparations for the sale of land at the Tea Gardens Industrial Estate to facilitate the promotion and growth of small-scale industries	<ul style="list-style-type: none"> DA approved Number of lots to be sold determine 	 <ul style="list-style-type: none"> Development consent for subdivision was granted on 28 April 2021 which provides for a 13 lot subdivision over 2 stages Subdivision works will commence shortly and subdivision registration should occur in 2022-2023 financial year 	Legal & Property Services

Strategy 10.3: Increase opportunities for quality education and training

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
10.3.1	Strengthen opportunities in the region for youth employment	Facilitate development of an Annual Action Plan to implement delivery of the Youth Strategic Plan with Stakeholders across the LGA	<ul style="list-style-type: none"> Plan endorsed by relevant stakeholders 	 <p>Connections made with key stakeholder in this space (Training NSW) who will be involved in strategic settings and action plans moving forward</p>	Community Services




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
10.4.1	To improve workforce participation across the MidCoast Region	Support local employment agencies & training providers to implement programs to increase workforce participation	<ul style="list-style-type: none"> # of stakeholders # of programs developed # and name of programs implemented 	 <ul style="list-style-type: none"> Participation in a skills shortage workshop hosted by Regional Development Australia The workshop brought together key stakeholders from across the region for a fact finding and solution generation morning 	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	Progress/performance measure/s	June 2021 Results	Responsible team
11.1.1	Explore and implement major project opportunities	Develop a structure and process for a program of localised beautification Plans	<ul style="list-style-type: none"> Program developed by 30 June 2021 	 <ul style="list-style-type: none"> Developed draft concept plan for Wingham CBD The concept plan has been consulted with the community and is being refined for adoption 	MANEX
11.1.2	Improve quality of facilities and programs offered to the public in recreation spaces	Replace equipment that has reached the end of its life at the Manning YMCA	<ul style="list-style-type: none"> # of items replaced 	 <ul style="list-style-type: none"> Quotes for replacement of gym equipment at Manning YMCA have been obtained and replacement should occur by September 2021 Further upgrade works have also been identified 	Legal & Property Services
		Ensure that the aquatic and leisure facilities are managed in a professional manner and according to contract conditions	<ul style="list-style-type: none"> # of occasions of non-compliance with contract 	 <p>Nil reported</p>	Community Spaces, Recreation & Trades

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	Progress/performance measure/s	June 2021 Results	Responsible team
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	<ul style="list-style-type: none"> • # of registered business participants • # of town centres participating in Vibrant Spaces 	 <ul style="list-style-type: none"> • 226 active registrations • 15 town centres participating • Council coordinated and placed buskers in a number of towns and villages during March/April 2021 as part of the state funded "Festival of Place" program • These performances were very successful, inspiring follow up performances funded by Council during June 2021, activating CBD's not captured in the Festival of Place activities 	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	Progress/performance measure/s	June 2021 Results	Responsible team
11.2.1	Develop a coordinated approach to supporting events in the area	Review the interim MidCoast Events Sponsorship Policy following completion of the Cultural Plan	<ul style="list-style-type: none"> • Policy reviewed and adopted. • \$ value of sponsorship available • # of sponsorships awarded • Examples of sponsored activities 	 <ul style="list-style-type: none"> • Council adopted the Events & Festivals Sponsorship Policy in April 2021 which will apply to sponsorships from 1 July 2021 • Public Health Orders have seen the ongoing postponement/cancellation of events during 2020/21 • Event Sponsorship has been rolled over to delayed events where possible • Events successfully held and sponsored included NSW Surf Masters and Taree Eisteddfod • Cultural Plan was adopted in June 2021 	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	<ul style="list-style-type: none"> • # of training workshop conducted • # of workshop attendees • # of new resources developed • % of participants who report satisfaction with support provided 	 <ul style="list-style-type: none"> • COVID-19 restricted the ability to hold workshops • The focus for staff continues to be improving the approval process for event organisers • Much of the process is now online and supported by information accessible via the Council website 	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	Progress/performance measure/s	June 2021 Results	Responsible team
11.2.2	Attract and/or develop event opportunities that drive visitation, activate key visitor markets and assist delivery of strategic destination management objectives	Continue to apply the Council Event Sponsorship Policy	<ul style="list-style-type: none"> # of events sponsored \$ value of sponsorship provided 	 <ul style="list-style-type: none"> 13 events sponsored/ compared to 51 previous year \$76,305/compared to \$151,940 previous year Sponsorship funds provided by council has reduced as many events were cancelled due to the pandemic In June 2021 Council resolved to provide sponsorship to 6 separate events including Naked & Nude Art Prize with total council sponsorship of \$34,000 Council further adopted to carry forward sponsorship funds for COVID-19 impacted events 	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	Progress/performance measure/s	June 2021 Results	Responsible team
11.3.1	Develop a suite of industrial and business land use zones and other planning controls to facilitate economic growth	Include consideration in draft MidCoast Local Environmental Plan (LEP) of controls identified in the Employment Zones Review	<ul style="list-style-type: none"> Controls included 	 <p>Employment Zones Review adopted by Council in December 2020 - zones and clauses will be included in MidCoast LEP following adoption of Rural Strategy</p>	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	Include consideration in draft MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP) of all appropriate planning controls identified in the Manning Health/Taree CBD Precinct Plan	<ul style="list-style-type: none"> Controls included 	 <ul style="list-style-type: none"> Business and employment opportunities identified in the Manning Health/Taree CBD Precinct Plan and Employment Zone Review adopted in December 2020 While some of these can be realised immediately, updating of planning controls will occur by inclusion in the MidCoast LEP and other improvements to parks and foreshore areas will occur over a longer period 	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	Progress/performance measure/s	June 2021 Results	Responsible team
11.4.1	Improve the use of digital technology to develop businesses based on new ways of thinking	Investigate the demand and support for an innovation hub within the MidCoast region: <ul style="list-style-type: none"> Identify stakeholders Identify funding models 	<ul style="list-style-type: none"> Stakeholder engagement outcomes report prepared Funding options paper prepared 	 <ul style="list-style-type: none"> Discussions were held with the CEO & Chair of Taree University Campus (TUC) in early 2021 TUC were to investigate existing innovation hub models to determine if this project would fit with their strategic plans 	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	Progress/performance measure/s	June 2021 Results	Responsible team
12.1.1	Work closely with property and commercial services stakeholders to maximise usage of Council commercial assets	Work with stakeholders to identify suitable land for the granting of grazing licences	<ul style="list-style-type: none"> # of suitable parcels identified # of grazing licences granted 	 Land Register completed, further investigations required into the 2-3 potential sites identified - 3 new licences granted, 5 new licences currently being renewed	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	Develop a program of capacity building and networking opportunities for local producers and hospitality businesses to improve awareness, use and promotion of local produce	<ul style="list-style-type: none"> # of networking opportunities delivered # of participants # of capacity building programs delivered # of participants % of participants who report satisfaction with program 	 <ul style="list-style-type: none"> Program delayed due to COVID-19 Product & Experience Development workshops rescheduled for September 2021 Successful grant application to support development of new Food Trails in development for new 'bEATS' Festival in conjunction with existing event organisers 	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	Progress/performance measure/s	June 2021 Results	Responsible team
12.1.3	Prepare a rural land use strategy that identifies, protects, manages and reinforces rural activities, industry and agribusiness	Include a considered approach to protect, manage and reinforce rural activities, industry and agribusiness in the Rural Strategy	<ul style="list-style-type: none"> Rural Strategy completed by June 2021 	 The Rural Strategy completed and due for exhibition on 30 August 2021	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	Identify important agricultural land including intensive agriculture clusters for protection and appropriate management, as well as how to reinforce the role of agribusiness, in the Rural Strategy	<ul style="list-style-type: none"> Rural Strategy completed by June 2021 	 The Rural Strategy completed and due for exhibition on 30 August 2021	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	Progress/performance measure/s	June 2021 Results	Responsible team
13.1.1	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Maintain membership with the Hunter JO	<ul style="list-style-type: none"> • Membership current • # of meetings attended • # of other events/activities attended • Examples of events/activities 	 <p>Membership with Hunter JO is current and has been maintained with attendance at the following meetings and events:</p> <ol style="list-style-type: none"> 1. Six Hunter JO Board meetings and one Extraordinary Hunter JO 21/22 Budget meeting 2. Three Legal Services Board meetings 3. Five Strategic Services Australia (SSA) Board meetings and one Extraordinary SSA meeting 4. Five General Managers Advisory Committee meetings 5. One Local Government Legal Board meeting 6. One Arrow Board meeting and one Extraordinary Arrow 21/22 Budget meeting 7. One Hunter JO Delegates Dinner at Australian Local Government Association National General Assembly 	General Manager



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

Focus	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
13.1.1 cont'd	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Maintain constructive relationships with State and Federal Government local members and agencies to ensure local interests, challenges and opportunities for the sector	<ul style="list-style-type: none"> • # of meetings held with State and Federal local members and agencies • # of submissions made 	 <ul style="list-style-type: none"> • Maintained constructive relationships by meeting/ attending events with the Minister for Local Government, Federal Member for Lyne, Member for Myall Lakes, Member for Upper Hunter, Member for Port Stephens and Minister for Water • Meetings were also held with the Acting Superintendent, Manning Great Lakes Police and the National Bushfire Recovery Agency • Worked closely with State and Federal agencies as part of Council's flood response and recovery including running the Emergency Centre from Yalawanyi Ganya • Utilisation of Council's Pulteney Street building as a Flood Recovery Centre • In addition, met twice with Their Excellencies, The Governor General and Mrs Hurley • Six submissions were made during the reporting period: 	General Manager



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




Focus	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
13.1.1 cont'd				<ol style="list-style-type: none"> 1. Submission to Minister for Local Government, Shadow Minister and local members regarding the Local Government Amendment (Pecuniary Interest Disclosures) Bill 2020, 2. Submission to Minister for Local Government for additional amalgamation funding 3. Submission to Secretary for Department of Infrastructure, Transport & Regional Development for upgrade of television service at Stroud 4. Report to Minister for Local Government on GIPA Act obligations 5. Discussions with Office of Local Government regarding rates harmonisation 6. Submission to Federal Member for Lyne seeking support to unify MidCoast Council under one Regional Development Australia 	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	Progress/performance measure/s	June 2021 Results	Responsible team
13.2.1	Ensure the community has contact points to Council services in the main centres of the LGA, utilising Council owned sites in an efficient and effective way and ensuring teams are coming together as one Council	Undertake office relocation project to Biripi Way Taree	<ul style="list-style-type: none"> Deliver project on time and on budget 	<ul style="list-style-type: none"> ✔ ✔ <ul style="list-style-type: none"> Project completed on time and under budget with the final cost of the project being \$18.471 million which was \$1.529 million under the estimated \$20 million for design and construction Staff relocated on 4 January 2021 and Yalawanyi Ganya opened to the public on 7 January 2021 as planned Progress reports provided to the 26 August, 23 September and 18 November 2020 Council Meetings. Additional report provided to the 24 March 2021 Council Meeting Other community contact points within the LGA have been maintained 	General Manager
		Ensure a seamless customer experience when transitioning to the Customer Service Centre at Biripi Way, Taree and the Civic Precinct, Forster	<ul style="list-style-type: none"> # of complaints received about customer service 	<ul style="list-style-type: none"> The new Customer Service Centre at Yalawanyi Ganya has been successfully operational since 7 January 2021 Forster Customer Service point at 4 Breese Parade Forster remains operational and with no disruption to service 	Customer Experience

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	Progress/performance measure/s	June 2021 Results	Responsible team
13.2.2	Provide a welcoming and easy to deal with Council where customers have a positive experience of Council service delivery	Provide a concierge service in Biripi Way to support the customer experience at the first point of contact	<ul style="list-style-type: none"> >70% customer experience satisfaction measured through survey 	 <ul style="list-style-type: none"> Concierge service provides a first point of contact for customers at our Yalawanyi Ganya Customer Service Centre Feedback has been positive, however customer satisfaction surveys have not been conducted during this period, with iPads being removed due to COVID-19 hygiene concerns 	Customer Experience
		<ul style="list-style-type: none"> Review of Council's Customer Service Charter to ensure service delivery standards are defined Review reporting methods undertaken to enable consistent reporting of service delivery in line with the Charter 	<ul style="list-style-type: none"> Customer Service Charter review complete Service delivery reporting methodology confirmed 	 <ul style="list-style-type: none"> Customer Service Charter reviewed and remains current Reporting methodology is still being reviewed in line with MC1 introduction Charter and reporting methodology review will continue in 2021-2022 period 	Customer Experience







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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
13.3.1	Develop a Financial Management Reporting Framework	<ul style="list-style-type: none"> Provide Quarterly budget reviews (QBRs) to Council identifying proposed budget amendments and effect on adopted projected result Continue development of a monthly budget review report to MANEX to commence from January 2021 	<ul style="list-style-type: none"> # of QBRs to council provided # of MANEX budget reports provided 	 <ul style="list-style-type: none"> Three Quarterly Budget Review Statements were presented to Council in accordance with legislative requirements Two monthly budget variation reports presented to MANEX for May and June 2021 in preparation for monthly reporting to Council in 2021-2022 	Finance
		<p>Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements, by providing:</p> <ul style="list-style-type: none"> Monthly Investment Reports Quarterly Budget Review Annual Financial Statements 	<ul style="list-style-type: none"> % of statutory reports presented to Council and lodged within required timeframes 	 <ul style="list-style-type: none"> 100% of required Monthly Investment Reports presented to Council within required timeframe 100% of legislated Quarterly Budget Review reports presented to Council within required timeframe 2019-2020 Financial Statements completed, audited and lodged within required timeframe 	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	Progress/performance measure/s	June 2021 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 client management system and the organisation's enterprise solution	<ul style="list-style-type: none"> Systems integration completed by 30 June 2021 	 <p>Discussions have commenced between MidCoast Assist and IT team and it has been agreed that the integration of the new Client Management System will be part of the overall integration strategy for other systems of MidCoast Council. This is expected to commence in November 2021</p>	MidCoast Assist
13.3.3	Ensure council is a responsible custodian of corporate records	Implement MC1 ECM Ci Anywhere as the Corporate Document Management System to ensure Records and Information storage is compliant with relevant legislation	<ul style="list-style-type: none"> Corporate Document Management System is Compliant with legislation 	 <p>MC1 ECM Ci Anywhere as the corporate Document Management System is implemented (Go Live date 14 December 2020) and is compliant with legislation</p>	Governance
13.3.4	Ensure Council's governance framework sets appropriate ethical standards	Prepare relevant framework documents and implement governance culture building initiatives through governance education across the organisation	<ul style="list-style-type: none"> # of training / awareness initiatives undertaken % of staff who have participated in a governance initiative in past 12 months 	 <ul style="list-style-type: none"> Risk Management Education - 6 sessions held for Directors, Managers & Coordinators (74 attendees) - 5 sessions held for staff (116 attendees) Governance - PID, Privacy, Local Government Elections, ICAC sessions held Records - 50 ECM training sessions held with in excess of 500 staff attending with additional one on one and team training sessions held 28 additional tailored records management solution sessions have been held with additional teams 	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	Progress/performance measure/s	June 2021 Results	Responsible team
13.3.5	Continue implementation, review and improvement of the Integrated Planning & Reporting Framework	Continue to develop and implement a performance measurement framework that effectively enables measures of performance and progress across Council's suite of plans	<ul style="list-style-type: none"> 100 % of Operational Plan actions have a measure of performance or progress applied 	 Measures were included for all actions in the 2020-21 Operational Plan Work is underway to develop an improved performance measurement framework	Corporate Performance & Development
		Undertake comprehensive review of Long Term Financial Plan (LTFP) as part of development of Resourcing Strategy.	<ul style="list-style-type: none"> Long Term Financial Plan scenarios incorporate asset management and workforce management requirements 	 <ul style="list-style-type: none"> New Long Term Financial Plan model developed based on 2020/2021 budget Model updated to include adopted 2021/2022 budget To be presented to July 2021 Council Meeting No scenarios included in annual review of this LTFP as they will be developed as part of the comprehensive review of the LTFP that will be undertaken as part of the development of the 2021-2024 Delivery Program with the new Council 	Finance
		Complete Rate Structure Harmonisation Project with Council & community to develop a single rating structure for inclusion in the 2021/22 Delivery Program / Operational Plan	<ul style="list-style-type: none"> Single rate structure adopted 	 <ul style="list-style-type: none"> Harmonised Rate Structure adopted by Council and placed on public exhibition as part of 2021/2022 Delivery Program / Operational Plan Incorporated an option for a phased-in approach in anticipation of legislative approval Structure adopted and rates made by Council at its Ordinary Council Meeting held 30 June 2021 	Finance






Strategy 13.4: Provide strong governance frameworks

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
13.4.1	Provide governance frameworks that enable Councillors to fulfil their strategic role	Review and integrate the Governance Framework and associated documents to enable Councillors to fulfil their strategic role	<ul style="list-style-type: none"> Councillors provided with appropriate information and training 	 Councillors provided with appropriate information including consideration of OLG Circulars and proposed legislative changes, Local Government Remuneration Tribunal	Governance
13.4.2	Develop and maintain appropriate legal compliance systems	Develop a process for the procurement of internal legal advice and external legal services	<ul style="list-style-type: none"> Legal services procurement process adopted 	 Panel lawyers have been identified through an external procurement process	Legal & Property Services
		Establish an internal process for the management of Native Title report requests	<ul style="list-style-type: none"> Native Title request process adopted 	 Process completed and in draft, yet to be adopted	Legal & Property Services
		Prepare and implement land acquisition, disposal and valuations policies and procedures	<ul style="list-style-type: none"> Land acquisition, disposal and valuations policies and procedures adopted 	 A land acquisition, disposal and use policy has been drafted ready for referral to Council's Policy Review Committee	Legal & Property Services
		Implement, maintain and review Local Government Legal's Legislative Compliance Database and Delegations Database	<ul style="list-style-type: none"> Database implemented 	 Delegations Database fully implemented with the Legislative Compliance Database currently being implemented 80% complete	Governance
13.4.3	Ensure community confidence in council as a trusted leader	Implement Council's Frameworks across the organisation including Governance Frameworks, Risk Management Framework and Fraud & Corruption Control	<ul style="list-style-type: none"> Frameworks developed, adopted, and implemented % of staff who participated in governance training in past 12 months 	 <ul style="list-style-type: none"> Risk Management Framework, Fraud & Corruption Control Framework, Business Continuity Plan reviewed 194 staff attended Risk Management Framework Training with several sessions held regarding specific elements of the Governance Framework 	Governance


Strategy 13.4: Provide strong governance frameworks

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
13.4.4	Ensure staff access to records is appropriate to facilitate decision making	Ensure staff have continued access to information that is seamless and efficient to facilitate quality decisions across all records systems	<ul style="list-style-type: none"> Staff have access to information as required 	 <ul style="list-style-type: none"> MC1 ECM Ci Anywhere (Corporate Records System) went live 14 December 2020 and is fully compliant with legislation. All staff have access to current and historical records 	Governance

Strategy 13.5: Develop and deliver services and programs that provide value for money					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
13.5.1	Develop strong, diverse leadership and a culture that values performance and adaptability	Implement improvements to Council's Performance & Development System	<ul style="list-style-type: none"> • % staff with completed Work Plans • % of mid-cycle performance reviews completed • % of end-cycle performance reviews completed • % staff rated as Consistently Exceeding Expectations in prior review period who remain with Council 	 <ul style="list-style-type: none"> • 59% completed Work Plans • 67% 6 month reviews • 100% 12 month reviews • 98% retention of staff rated as Consistently Exceeding Expectations 	Human Resources
13.5.2	Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders	Continue to build change management capability across the organisation through implementation of the four year Change Management Plan	<ul style="list-style-type: none"> • All of 2020-21 actions completed 	 Progress complete for 2020-21 actions except where approach is under review	Corporate Performance & Development
		Integrate water and sewer Section 68 approvals as referrals in the development assessment process to streamline the customer experience	<ul style="list-style-type: none"> • % of Water and sewer referrals captured in the DA assessment 	 Water and sewer Section 68 approvals are now referrals as part of the development assessment process	Planning & Assets
		Develop plan to integrate cadastral mapping information into a single data source	<ul style="list-style-type: none"> • Integration plan complete and stakeholders engaged 	 Integration underway with 5% complete as part of test	Planning & Assets / Information Technology

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	Progress/performance measure/s	June 2021 Results	Responsible team
13.6.1	Develop and implement an integrated service request management system with customer portal	Implement Customer Request Management (CRM) system and corresponding workflows across Council to enable customer service staff to have a single system for recording customer service request	<ul style="list-style-type: none"> % of customer service requests captured on CRM system 	 100 % of customer service requests captured on CRM system	Information Technology
		Implement Online service portal that allows customers to log their own service requests and track their status	<ul style="list-style-type: none"> % of customer service requests made directly by customers via online portal 	 100% of customer service requests made directly by customers via online portal	Information Technology
		Review process to enable consistent and regular monitoring, review and reporting on customer service requests through new CRM system	<ul style="list-style-type: none"> Customer Service Standards including response times to be implemented after system is developed 	 While system is now operational, processes and reporting review will continue in 2021-2022	Customer Experience
13.6.2	Maintain clear, efficient and effective processes and deliver consistent information	Review of Customer Service Knowledge Management System to ensure knowledge information and procedures are both current and accurate	<ul style="list-style-type: none"> % of Customer Service staff who have been trained to use the system 	 Full review of Customer Service Knowledge Management System has been undertaken and information maintenance is ongoing to ensure these remain current and accurate	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 plan to move the production of all property certificates online to improve production timeframes and consistency in output	<ul style="list-style-type: none"> Plan developed and adopted 	 <ul style="list-style-type: none"> MidCoast Planning Certificate implemented December 2020 Ongoing process of maintenance and improvement 	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	Progress/performance measure/s	June 2021 Results	Responsible team
13.6.4	Ensure Council meetings facilitate community participation	Conduct open and public forums in accordance with Council's adopted Code of Meeting Practice / Guidelines	<ul style="list-style-type: none"> # of Open and Public Forum Addresses % of requests to address Council that are approved 	 <ul style="list-style-type: none"> COVID-19 Legislation and OLG Advice regarding Open and Public Forums followed COVID-19 legislation restrictions resulted in public being able to address Council in writing on matters on the agenda 30 written submissions were received and circulated to Councillors - addresses in person were reinstated in April 2021 20 applications were received to speak at the Public Forum and 100% were approved with one application to speak at the Open Forum and 100% were approved 	Governance

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



Objective 14

VALUE: Strong leadership and shared vision


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
14.1.1	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Implement the 2020-21 Training Plan	<ul style="list-style-type: none"> • % Training Plan delivered • Training feedback from staff • # of training funding opportunities accessed • Training Plan delivered within budget 	 <ul style="list-style-type: none"> • 73% of outstanding items from the 19-20 Training Plan delivered • 78% of items from the 20-21 Training Plan delivered - Note that training scheduling has been impacted by COVID-19 and the flood events • Staff are positive on the training and development options being provided • eLearning content is being developed and rolled out which will result in savings long-term • \$100,000 of external funding for training and employer incentives for employing apprentices and trainees has been applied for and received • The Training Plan has been delivered within budget 	Human Resources
		Develop the 2021-22 Training Plan in consultation with all Managers	<ul style="list-style-type: none"> • Training Plan approved by June 2021 	 <p>The Training Plan for 21-22 has been developed in consultation with key stakeholders and approved</p>	Human Resources


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




Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
14.1.1 cont'd	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Procure and implement an e-Learning platform	<ul style="list-style-type: none"> Platform implemented on time and on budget 	 e-Learning platform is being utilised for Yalawanyi Ganya orientation and the staff induction and additional content is being developed	Human Resources
		Embed the LGNSW Capability Framework into HR life-cycle functions, specifically job design/PDs, recruitment, performance management, leadership development and workforce planning	<ul style="list-style-type: none"> % of Position Descriptions updated 	 <ul style="list-style-type: none"> Position Descriptions are updated as positions become vacant As such all new starters and employees moving into new positions have Position Descriptions with the Capability Framework embedded. In addition all employees (other than casuals) utilise the Capability Framework as a core part of their Work Plans and Performance Reviews 	Human Resources





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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
14.1.1 cont'd	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Develop the Workforce Management Plan 2021-25, including the EEO Management Plan	<ul style="list-style-type: none"> Plan approved prior to 1 July 2021 Key stakeholders engaged 	 <ul style="list-style-type: none"> Development of the People Strategy is proceeding in accordance with an approved Project Management Plan Key stakeholders (leaders and all staff have been engaged) The timeframes have changed due to the election date and a new plan isn't required until July 2022 Intend to implement the first phase of the People Strategy in August-September 2021 and the second phase will be developed in conjunction with the new Delivery Program from October 2021 onwards 	Human Resources

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
14.1.2	Position MCC as an 'Employer of Choice'	Develop and implement HR and WHS policies and procedures that allow achievement of organisational objectives	<ul style="list-style-type: none"> • # of policies and procedures implemented • % of HR and WHS policies and procedures reviewed within last 3 years 	 <ul style="list-style-type: none"> • We implemented a new Flexible Working Framework to support our transition as an organisation to Yalawanyi Ganya and an Ability Based Working (ABW) work environment • Domestic Violence Support Policy was implemented • Training and Development Policy implemented • Fatigue Management Policy has been developed and implemented • A number of other policies pushed into 21-22 as a result of COVID-19, floods and other competing priorities for key stakeholders (HR, IT, Governance) • 90% of WHS policies and procedures revised Implementation has been postponed pending an ARIC commissioned review of the WHS Management System • Full implementation of reviewed procedures will occur in 21-22 • An annual WHS Management Plan for Council that sets out WHS goals, strategies, actions and performance measures was developed with key stakeholders and implemented in June 2021 	Human Resources

Strategy 14.1: Develop and grow a skilled, motivated and accountable workforce					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
14.1.2 cont'd	Position MCC as an 'Employer of Choice'	Develop and implement an Employee Handbook	<ul style="list-style-type: none"> • % new starter retention • # of times handbook accessed by staff 	 <ul style="list-style-type: none"> • Development of an Employee Handbook has commenced, however completion is dependent on other corporate projects • New starter retention is 89% 	Human Resources
		Develop and implement a staff Recognition & Reward Program	<ul style="list-style-type: none"> • % new starter retention • # staff recognised through the program 	 <ul style="list-style-type: none"> • Development of the Staff Recognition and Reward Program has commenced and will be completed and implemented by December 2021 	Human Resources
14.1.3	Develop leaders that inspire, motivate and coach our employees to realise their potential and respond to opportunities and challenges	Use the LGNSW Capability Framework to identify actions to develop leadership capability among managers and coordinators	<ul style="list-style-type: none"> • % of managers/ coordinators who participated in training and coaching programs 	 <ul style="list-style-type: none"> • Follow on activities for both the change management coaching program and the program to prepare leaders to lead effectively in the new office environment were completed in Q3 and Q4 • For the change management coaching program, 90% of managers and coordinators have now completed the program • Participants indicated that the programs were valuable and increased their skills in leading and managing the changes of the past year 	Corporate Performance & Development

Strategy 14.2: Support a culture that values achievement, adaptability and safety					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 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	Roll out the results of the 2020 staff survey to teams so they can identify actions to improve their performance and improve service to the community	<ul style="list-style-type: none"> • % of teams with a survey action plan in place • % of team actions completed 	 <ul style="list-style-type: none"> • Results have been rolled out across the organisation • Organisation-wide and divisional action plans are in place (100%) • Development of action plans is in progress for department-level teams 	Corporate Performance & Development
14.2.2	Embrace a culture of safety and wellbeing	Conduct annual WHS & Wellbeing education program for people leaders	<ul style="list-style-type: none"> • % of people leaders who participated in education program in last 12 months 	 <ul style="list-style-type: none"> • Leaders of high risk areas participated in WHS training in 2020 • Further training is scheduled for August-September 2021 	Human Resources
		Conduct WHS & Wellbeing education program for staff	<ul style="list-style-type: none"> • % of people leaders who participated in education program in last 12 months • # toolbox talks completed 	 <ul style="list-style-type: none"> • 75% of leaders (90% in high risk operational areas) trained in WHS Due Diligence and Injury Management responsibilities • Involvement in development and review of WHS Management Systems • Total of 87 toolbox talks conducted with operational teams during 2020-2021 	Human Resources
		Implement 'The Vault' WHS Management System	<ul style="list-style-type: none"> • Implementation undertaken in accordance with agreed timeframes and to agreed specifications 	 <ul style="list-style-type: none"> • Delayed due to competing priorities with MC1 rollout 	Human Resources






Strategy 14.2: Support a culture that values achievement, adaptability and safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
14.2.2	Embrace a culture of safety and wellbeing	Implement a staff Wellbeing Program	<ul style="list-style-type: none"> • # of wellbeing initiatives provided • EAP (Employee Assistance Program) usage for work-related matters • % of staff participating in wellbeing initiatives 	 <ul style="list-style-type: none"> • Wellbeing initiatives undertaken in 2020-21 including Fitness Passport commencement, flu vaccination program • In June 2021, a counsellor ran sessions for interested leaders and we made available one-on-one appointments for individual staff • A Mentally Healthy Workplace Strategy has been commenced and will be completed in 21-22 • EAP utilisation average 1.97% of staff 	Human Resources



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

Objective 15

VALUE: Strong leadership and shared vision





Strategy 15.1: Provide clear, accessible, timely and relevant information to support and inform the community					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
15.1.1	Ensure public access to Council information	Ensure requirements of GIPA are adhered to	<ul style="list-style-type: none"> Statutory timeframes and processes are met # of formal GIPA applications processed 	 <ul style="list-style-type: none"> Ongoing compliance with GIPA 100% of formal GIPA applications completed within statutory timeframes A total of 40 formal GIPA applications completed 	Governance
15.1.2	Provision of information on Council's website is customer focused	Undertake a website audit and user journey mapping to ensure provision of information is customer focused	<ul style="list-style-type: none"> Website audit completed User journey mapping completed 	 <p>Website audit underway, implementation of MC1 integration and customer interface underway</p>	Engagement, Communication & Education
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 adopted Communications Strategy	<ul style="list-style-type: none"> % of scheduled 2020-21 Communications Strategy actions completed 	 <p>80% of actions completed</p>	Engagement, Communication & Education
15.1.4	Build community awareness of the services and projects delivered by Council	Develop community education program to increase awareness of services	<ul style="list-style-type: none"> % of scheduled 2020-21 community education actions completed 	 <p>60% of actions completed due to COVID-19 restrictions and competing priorities of flood recovery</p>	Engagement, Communication & Education
		Deliver Community Conversations program across the MidCoast region	<ul style="list-style-type: none"> Two rounds of community conversations 	 <ul style="list-style-type: none"> The Community Conversation program was not conducted during 20-21 due to COVID-19 restrictions and competing priorities of flood recovery It is expected to resume in October 2021 	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	Progress/performance measure/s	June 2021 Results	Responsible team
15.1.5	Maintain existing reporting capability in Water Services for capital projects and operations	Develop capacity for the project gateway system to be incorporated across capital works for Transport assets including trialing	<ul style="list-style-type: none"> % of projects managed and reported using the gateway system within Infrastructure and Engineering Services 	 <ul style="list-style-type: none"> Over 50% of projects managed and reported using the gateway system within Infrastructure and Engineering Services Overall project management framework has continued to be developed with project phasing and gateway milestones incorporated for all roads and water capital works 	Capital Works
15.1.6	Ensure that significant state, regional and local infrastructure is clearly identified in the MidCoast Local Environmental Plan	Include all appropriate planning controls identified in the Infrastructure Zones Review in the draft MidCoast Local Environmental Plan (LEP)	<ul style="list-style-type: none"> Controls included 	 <p>Whilst the LEP and DCP has not been completed, the MidCoast wide strategic land use documents (agreed with DPIE in 2016) that inform the LEP/DCP have been largely completed and consequently fast track the drafting of these documents commencing in 2022</p>	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	Progress/performance measure/s	June 2021 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	Draft a policy and procedure to guide the preparation of Planning Agreements	<ul style="list-style-type: none"> Policy and procedure adopted by Council 	 <ul style="list-style-type: none"> This work is now programmed for 2021-22 and will be undertaken regardless of whether the State template is forthcoming This project is still seen as important in order to provide policy direction to proponents considering entering such agreements with Council and a framework for Council to operate under when negotiating agreements 	Land Use Planning
15.2.2	Improve community understanding of asset management	Revise communication tools to support understanding of issues relating to road management: <ul style="list-style-type: none"> revise website information develop road sealing fact sheet 	<ul style="list-style-type: none"> website information updated # of fact sheets delivered 	 <ul style="list-style-type: none"> Resurfacing factsheet has been developed and is dropped in letterboxes prior to seal works Website is currently being modified by the Communications team 	Transports Assets / Projects & Engineering
15.2.3	Ensure that policies reflect community expectations	Provide opportunities for community feedback when developing policies which have community impacts	<ul style="list-style-type: none"> % of new and revised policies placed on public exhibition # of submissions received in relation to draft policies 	 <ul style="list-style-type: none"> Four Policies have been placed on public exhibition to date this year No submissions received relating to the four policies placed on public exhibition 	Governance
15.2.4	Provide clear, accessible and relevant information to the community	Deliver communications improvement programs as outlined in adopted Communications Strategy	<ul style="list-style-type: none"> % of scheduled 2020-21 actions completed 	 80% of actions completed	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	Progress/performance measure/s	June 2021 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	<ul style="list-style-type: none"> • # of engagement activities conducted • # of participants • Examples of outcomes of engagement • At least 4 meetings and activities conducted through which MidCoast Assist participants and clients give feedback about the service 	 <ul style="list-style-type: none"> • 4 Community Inclusion & Wellbeing Reference Group meetings conducted, with the March meeting cancelled due to access caused by floods • The group conducted an access audit of Taree CBD to identify barriers to access • Feedback from 716 older people & carers received in order to develop Ageing Strategy • Consultation with people with disability commenced (as part of Ageing Strategy consultation and activities leading up to International Day of People with Disability • Consultation with Aboriginal community has commenced for development of the Aboriginal Action Plan 	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	Monitor implementation of adopted CPP to ensure it is being utilised as intended	<ul style="list-style-type: none"> • # of occasions community feedback sought on land-use documents • # of submissions received 	 <ul style="list-style-type: none"> • Consultation on Local Strategic Planning Strategy, 6 planning proposals, Greening Strategy and Urban Release Areas Report undertaken in accordance with the CPP • In excess of 200 submissions considered 	Land Use Planning



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	Progress/performance measure/s	June 2021 Results	Responsible team
15.3.2 cont'd			<ul style="list-style-type: none"> # of occasions community feedback sought on development applications # of submissions received 	 <ul style="list-style-type: none"> Notification of development applications continues in accordance with the CPP All required major consultation initiatives delivered through council's Have Your Say website 	Major Assessment & Regulatory Services
15.3.3	Ensure Council meetings are appropriately scheduled and resourced and facilitate community participation	Provide corporate support for Council Meetings and conduct open and public forums in accordance with the Code of Meeting Practice / Guidelines	<ul style="list-style-type: none"> # of Agendas prepared within timeframes. Minutes and Audio Recordings provided on Council's Website 	 <ul style="list-style-type: none"> 100% of Agendas prepared within statutory timeframes, a total of 17 agendas were prepared 100% of Minutes and audio recordings prepared and available on website within statutory timeframes 	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	Continue to implement the engagement framework as outlined in adopted Engagement Strategy	<ul style="list-style-type: none"> % of scheduled 2020-21 actions completed 	 <p>70% of actions completed</p>	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	Rollout results from 2020 Community Satisfaction Survey to councillors, executives, staff and community	<ul style="list-style-type: none"> Results rolled out to all stakeholders 	 <ul style="list-style-type: none"> Results of Community Satisfaction Survey were rolled out to all stakeholders during 2020 Key priorities were incorporated into the 2021-22 Operational Plan and results are being used to inform review of the Community Strategic Plan 	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	Progress/performance measure/s	June 2021 Results	Responsible team
16.1.1	Provide adequate resources for elected members to perform their role	<p>Review technology requirements to facilitate Councillors ability to attend Council Meetings, Pre-meeting Briefing Sessions and Councillor Workshops via remote video means in accordance with legislative changes. This includes:</p> <ul style="list-style-type: none"> Electronic agendas and Business Papers via the HUB Attendance at Council Meetings via Zoom or other audio visual means Information Technology equipment and hardware <p>Continue to provide Councillors with professional development opportunities</p>	<ul style="list-style-type: none"> Review of ICT software and equipment undertaken and equipment/systems provided. # of Council Meetings where Councillors are able to attend via audio visual means Appropriate professional development budget in place for 2020-21 Councillor Professional Development activities reported via Annual Report in accordance with legislation 	<p>✔</p> <ul style="list-style-type: none"> Review completed and reflected in Councillor Expenses and Facilities Policy 100% of Agendas available for Councillors to view via the HUB 100% of Meetings available to attend via audio visual means or in person in accordance with OLG Guidelines, noting that technology failed on one occasion and two Councillors were unable to attend Budget available on an annual basis Councillor Professional Development reported annually in Council's Annual Report 	Governance

Strategy 16.2: Identify and participate in initiatives for regional cooperation and collaboration					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	June 2021 Results	Responsible team
16.2.1	Work collaboratively with regional bodies	Work collaborative with regional and State bodies as appropriate including Hunter JO, LG NSW, LG Professionals & LG Internal Auditors Network	<ul style="list-style-type: none"> # of collaborative activities undertaken 	 <ul style="list-style-type: none"> Risk Management - Attendance at 5 Hunter Council Risk Management Meetings Governance - Attendance at the LG Professionals Conference, numerous webinars with OLG, ICAC and NSW Electoral Commission 	Governance

