



**MIDCOAST**  
council



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

**6 month review**  
July - December 2018





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# HOW TO READ THIS DOCUMENT

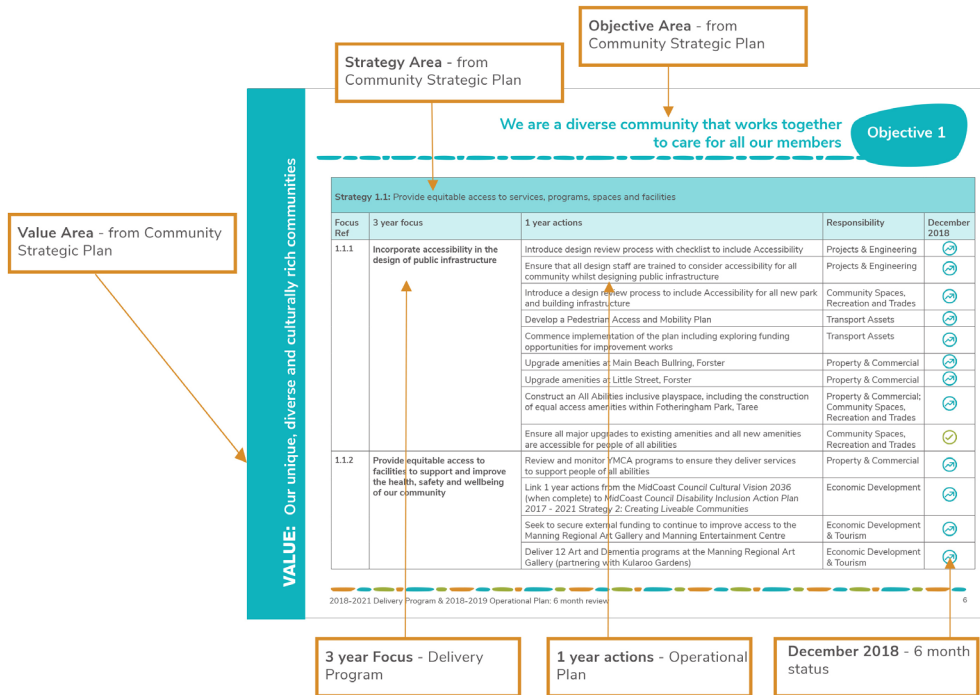
This document is structured around the five values and associated objectives and strategies identified in the Community Strategic Plan, MidCoast 2030.

The values define the community's priorities while the objectives identify what we are trying to achieve. Each section focusses 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.

The 'December 2018' column reports on the progress of the Delivery Program and Operational Plan for the 6 month period from July 2018 to December 2018. The status of achieving the 1 year actions as at the 6 month review is depicted by the following symbols:



Completed



Delayed



On schedule



Revised

# WE VALUE...

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our unique, diverse and  
culturally rich communities











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



## Objective 1

VALUE: Our unique, diverse and culturally rich communities







Strategy 1.1: Provide equitable access to services, programs, spaces and facilities				
Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
1.1.1	<b>Incorporate accessibility in the design of public infrastructure</b>	Introduce design review process with checklist to include Accessibility	Projects & Engineering	
		Ensure that all design staff are trained to consider accessibility for all community whilst designing public infrastructure	Projects & Engineering	
		Introduce a design review process to include Accessibility for all new park and building infrastructure	Community Spaces, Recreation and Trades	
		Develop a Pedestrian Access and Mobility Plan	Transport Assets	
		Commence implementation of the plan including exploring funding opportunities for improvement works	Transport Assets	
		Upgrade amenities at Main Beach Bullring, Forster	Property & Commercial	
		Upgrade amenities at Little Street, Forster	Property & Commercial	
		Construct an All Abilities inclusive playspace, including the construction of equal access amenities within Fotheringham Park, Taree	Property & Commercial; Community Spaces, Recreation and Trades	
		Ensure all major upgrades to existing amenities and all new amenities are accessible for people of all abilities	Community Spaces, Recreation and Trades	
1.1.2	<b>Provide equitable access to facilities to support and improve the health, safety and wellbeing of our community</b>	Review and monitor YMCA programs to ensure they deliver services to support people of all abilities	Property & Commercial	
		Link 1 year actions from the <i>MidCoast Council Cultural Vision 2036</i> (when complete) to <i>MidCoast Council Disability Inclusion Action Plan 2017 - 2021 Strategy 2: Creating Liveable Communities</i>	Economic Development & Tourism	
		Seek to secure external funding to continue to improve access to the Manning Regional Art Gallery and Manning Entertainment Centre	Economic Development & Tourism	
		Deliver 12 Art and Dementia programs at the Manning Regional Art Gallery (partnering with Kularoo Gardens)	Economic Development & Tourism	









1.1.3	<b>Participate in projects that enhance the inclusiveness of community spaces</b>	Manage construction of the Livvi's Place inclusive playspace in Fotheringham Park Taree, in partnership with Touched By Olivia Foundation	Community Services	
		Participate in the development of the State Government's guidelines for inclusive playspaces	Community Services	
1.1.4	<b>Maintain recreation infrastructure to a minimum condition assessment</b>	Remove all wood fuelled BBQs in Council reserves	Community Spaces, Recreation and Trades	
		Replace 50% of park seating that does not meet the minimum condition assessment rating	Community Spaces, Recreation and Trades	
		Replace/refurbish – Providence Bay Park Hawks Nest, Palmgrove Park Forster, Rockpool Reserve Tuncurry, and Billabong Park Gloucester	Community Spaces, Recreation and Trades	
		Complete maintenance works in accordance with the Condition Assessment Schedule	Community Spaces, Recreation and Trades	
		Develop an annual capital works program for the replacement of recreation infrastructure	Community Spaces, Recreation and Trades	
1.1.5	<b>Implement the Disability Inclusion Action Plan</b>	Undertake educational and promotional activities focussed on inclusion and access to information and assistance	Community Services	
		Develop Council's annual capital and maintenance works programs so that consideration is given to inclusion priorities and principles	Community Services	
		Undertake educational and promotional activities with community partners to support access to meaningful employment for people with disability	Community Services	
		Create pathways for service target groups to work and volunteer with MidCoast Assist	Community Services	
		Review online forms to enhance accessibility and undertake educational activities to support their use	Community Services	
		Investigate development of a directory of community services and supports across the local government area	Community Services	
1.1.6	<b>Provide quality, personalised services and supports for people with disability to assist them to achieve their individual goals</b>	Deliver quality Social and Community Engagement activities for people with a disability	Community Services	
		Deliver quality Co-ordination of Support services for people with a disability	Community Services	
		Deliver quality Financial Intermediary services for people with a disability	Community Services	

1.1.7	<b>Provide quality, client-centred services and supports for older people to assist them to remain living independently in the community</b>	Deliver quality Customised Care services to older people, including Home Care Packages	Community Services	
		Deliver quality Commonwealth Home Support Program services to older people, including social support and transport	Community Services	
1.1.8	<b>Ensure that sufficient land is zoned in appropriate locations to meet the needs of the population for recreation and community facilities</b>	Plan for a centralised area for sporting fields, at Tea Gardens, to address the current shortfall as well as future needs and allow for the possible co-location of community facilities	Strategic Planning	
		Ensure that public open space areas and community facilities are appropriately zoned as part of the preparation of a Consolidated MidCoast Local Environment Plan	Strategic Planning	










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






Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
1.2.1	<b>Acknowledge and recognise Aboriginal communities within our projects</b>	Consult with local stakeholders regarding Native Title	Property & Commercial	
		Review and monitor YMCA programs to ensure they deliver services to support Aboriginal people	Property & Commercial	
1.2.2	<b>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</b>	Ensure the Aboriginal community is engaged effectively by Council on programs, policies and decisions that affect their community	Communications & Engagement	
		Deliver community strengthening activities for Aboriginal people in line with funding body program level agreements and service delivery schedules	Community Services	
		Develop and implement a Reconciliation Action Plan in consultation with key stakeholders	Community Services	
1.2.3	<b>Support programs and activities that acknowledge, celebrate and empower local Aboriginal communities and ensure opportunities for engagement and empowerment through a coordinated approach</b>	Work in partnership with other sections of council to deliver one program/ event at the Gallery for NAIDOC Week	Economic Development & Tourism	
		Provide programing, art and cultural support for the 'Sista Speak' program with the Department of Education	Economic Development & Tourism	
		Provide an outreach program of art making activities in community targeting Aboriginal communities	Economic Development & Tourism	









	Engage with the Better Learning Better Communities after-school project and provide relevant literacy tutor support	Libraries	
	Support the Forster local Aboriginal Education Consultative Group (AECG) in the development of a program targeted at assisting aboriginal children through the school system	Libraries	
	Participate in monthly meetings with the aboriginal family history team and support wider participation in the group	Libraries	
	Provide the community with access to acknowledgements, welcomes and stories in the Gathang language through the use of QR codes	Libraries	
	Supply resources and staff from the library to support students developing a knowledge of their aboriginal family trees	Libraries	
	Connect Girrawong Preschool to the Taree Library for storytime sessions and bulk loans	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	Responsibility	December 2018
1.3.1	Promote programs to encourage the participation of young people to meet their leisure, learning and social interaction needs at Council facilities	Review and monitor YMCA programs to ensure they deliver services to support young people	Property & Commercial	
		Provide specific evenings for HSC students to study and interact in the library space	Libraries	
		Provide a homework support program for primary and secondary school students	Libraries	
		Provide early literacy programs across the library service that encourage learning and social development	Libraries	
		Develop and deliver the Great Books Festival	Libraries	
		Develop and delivery programs and activities for school holiday periods	Libraries	
		Participate in the Live 'n Loud program	Libraries	
1.3.2	Engage with young people & the youth/community services sector to develop community connections for young people, build social capital & local networks & promote tolerance and understanding of diversity	Deliver community strengthening activities for young people in line with funding body program level agreements and service delivery schedules	Community Services	
		Develop and implement a Youth Strategic Plan in consultation with key stakeholders	Community Services	






1.3.3	<b>Develop and implement a Council Employment-based Training Strategy that meets our business needs and aligns with our Workforce Strategy</b>	Develop a whole of Council Employment-based Training Strategy	Human Resources	
		Continue to operate Traineeship and Apprenticeship programs across the Council organisation and expand these programs into other functional areas	Human Resources	
1.3.4	<b>Deliver children and youth activities to develop the Manning Regional Art Gallery as an education facility</b>	Manning Regional Art Gallery to partner with Council's Community Strengthening team (Youth) to provide a Youth week activity in line with Family and Community Services objectives and funding guidelines	Economic Development & Tourism	
1.3.5	<b>Provide opportunities for young people to participate in volunteer programs</b>	4 schools to participate in graffiti removal programs	Community Spaces, Recreation and Trades	
1.3.6	<b>Provide regional level recreational activities targeted at families</b>	Install a wet play area as part of the Tuncurry Recreation Precinct	Community Spaces, Recreation and 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	Responsibility	December 2018
1.4.1	<b>Investigate and provide opportunities for social housing</b>	Upgrade and manage seniors units in Gloucester	Property & Commercial	
		Liaise with community groups about social housing	Property & Commercial	
1.4.2	<b>Prepare a consolidated MidCoast Local Environmental Plan and Development Control Plan that provides opportunities for affordable and diverse housing options</b>	Prepare a Housing Strategy that assesses housing diversity and which identifies planning mechanisms to achieve improved housing choice across the LGA	Strategic Planning	
		Assess the different roles and functions of our settlements in delivering housing diversity	Strategic Planning	
		Commence the preparation of housing provisions for inclusion in a MidCoast Development Control Plan to achieve housing diversity and affordability while recognising the roles and functions of our diverse settlements	Strategic Planning	
1.4.3	<b>Ensure there is sufficient land identified for future rezoning to cater for residential growth in appropriate locations</b>	Prepare an Urban Land Monitor to assess supply of, and demand for, residential land to enable Council to program land releases	Strategic Planning	

1.4.4	<b>Prepare Local Planning Statements that reflect the aspirations of local communities relating to the provision of housing</b>	Establish a Project Team and develop a Project Plan with reference to NSW Department of Planning and Environment guidelines and templates	Strategic Planning	
		Prepare draft Local Strategic Planning Statements for endorsement by Council in consultation with our community	Strategic Planning	




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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
1.5.1	<b>Provide support to community groups to maximise sustainable usage of community halls</b>	Undertake detailed review of community hall arrangements	Property & Commercial	
1.5.2	<b>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</b>	Deliver community strengthening activities in line with funding body program level agreements, service delivery schedules and identified community priorities	Community Services	
		Develop and implement an Ageing Strategic Plan in consultation with key stakeholders	Community Services	
1.5.3	<b>Provide financial assistance to support not-for-profit and community based organisations to deliver projects of community benefit</b>	Administer Council's donations program	Community Services	
		Administer Council's Duralie Community Support Program	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	Responsibility	December 2018
1.6.1	<b>Develop local community plans for MidCoast Towns and Villages</b>	Develop a local community plan program, including a prioritisation tool, with the aim of producing 4 plans per annum	Engagement & Communications	




**Strategy 1.7:** Welcome people of all abilities and backgrounds

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
1.7.1	<b>Advocate for inclusion</b>	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	Community Services	
1.7.2	<b>Expand the visitor profile of the Manning Regional Art Gallery</b>	Manning Regional Art Gallery to partner with Neighbourhood services and community groups to deliver public programs such as the Cultures in the Manning festival and projects	Economic Development & Tourism	
1.7.3	<b>Implement Council's EEO Management Plan</b>	Incorporate items from the Disability Inclusion Action Plan (DIAP) into HR policies and procedures.	Human Resources	





## We will embrace the uniqueness and creativity of our communities

### Objective 2












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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
2.1.1	Provide opportunities for community groups to utilise Council owned properties	Negotiate community rebate opportunities for community leases	Property & Commercial	
		Ensure Council buildings that are used by community groups and organisations are subject to a lease or licence agreement	Property & Commercial	
2.1.2	Deliver Tidy Towns sustainability activities	Develop and implement the Tidy Towns program and partnerships in consultation with key stakeholders	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	Responsibility	December 2018
2.2.1	Implement the Heritage Conservation Management Plan	Repaint and restore the Bulahdelah Court House	Property & Commercial	
		Continue to seek funding for heritage projects at Stroud, Gloucester and other areas	Property & Commercial	
2.2.2	Ensure consultation on future capital projects that provide opportunities or impact upon individual qualities of towns / villages	Identify priority projects early to ensure appropriate level of consultation is undertaken during the design process	Transport Assets	
2.2.3	Ensure our heritage is valued and conserved	Continue with the Heritage Adviser Program to provide specialist heritage advice to landowners and developers	Strategic Planning	
		Implement a Local Area Heritage Program with funding from the Office of Environment and Heritage to assist with the restoration and maintenance of heritage items	Strategic Planning	
		Investigate whether additional heritage conservation areas and items are required to protect unique areas within settlements	Strategic Planning	
		Seek funding for a Heritage Study for Gloucester	Strategic Planning	









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




Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
2.3.1	<b>Plan for the future of the MidCoast Region to provide a vibrant, creative and sustainable art and culture sector</b>	Commence development of the MidCoast Cultural Vision 2036 incorporating visual and performing arts	Economic Development & Tourism	
		Develop a Public Art Strategy for the MidCoast Region, working in partnership with other sections of council to create a comprehensive set of guidelines to inform artists (visual and performing), community groups, and businesses of the requirements when producing public art works	Economic Development & Tourism	
2.3.2	<b>Provide opportunities for active and participatory arts and cultural experiences throughout the community</b>	Create positive visitor experiences at the Manning Regional Art Gallery by delivering a program of regional and touring exhibitions that attract growing audiences	Economic Development & Tourism	
		Prepare and deliver a range of performing and visual arts public programs and workshops that engage a variety of target groups, in partnership with local schools, education facilities, and community groups	Economic Development & Tourism	
2.3.3	<b>Investigate and undertake capital works projects to improve our cultural buildings</b>	Progress Civic Precinct Project in Forster including new and innovative library space	Property & Commercial	
		Upgrade local libraries	Property & Commercial	
2.3.4	<b>Ensure the Manning Regional Art Gallery is well maintained and meets industry standards</b>	Develop an MOU with Trades/building services which establishes an asset management plan, which is fit for purpose to the specialised needs of the Regional Art Gallery	Economic Development & Tourism	
		Conduct a building maintenance review that establishes a schedule of priorities for maintenance and upgrade to facilities and equipment which match community expectations and industry standards	Economic Development & Tourism	
2.3.5	<b>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</b>	Develop an MOU with Trades which establishes an asset management plan fit for purpose to the specialised needs of the MEC	Economic Development & Tourism	
		Conduct a building maintenance review that establishes a schedule of priorities for maintenance and upgrade of facilities and equipment to match community expectations and industry standards	Economic Development & Tourism	
		Review the Manning Entertainment Centre budget and equipment/fittings to ensure production technical and building upgrades can be monitored independently	Economic Development & Tourism	



2.3.6	<b>Present a diverse range of entertainment at the Manning Entertainment Centre</b>	Continue to develop and present a season of performing arts events through entrepreneurial means	Economic Development & Tourism	
		Review Manning Entertainment Centre programming policy	Economic Development & Tourism	
2.3.7	<b>Provide opportunities at local libraries to showcase local talent</b>	Host gallery exhibitions through Hallidays Point Library	Libraries	
		Host creative arts displays at Library venues across MidCoast Council	Libraries	
		Support author talks and other forms of live entertainment	Libraries	

### Additional comments relating to 'Delayed' and 'Revised' December 2018 Status

Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
1.1.3	Manage construction of the Livvi's Place inclusive playspace in Fotheringham Park Taree, in partnership with Touched By Olivia Foundation	Community Services		Additional fund raising required to deliver the project. Additional project delays due to finalisation of partnership between Touched by Olivia Foundation and Variety Children's Charity.
1.1.8	Plan for a centralised area for sporting fields, at Tea Gardens, to address the current shortfall as well as future needs and allow for the possible co-location of community facilities	Strategic Planning		Options to fund the acquisition of land to be further investigated.
1.2.2	Ensure the Aboriginal community is engaged effectively by Council on programs, policies and decisions that affect their community	Communications & Engagement		Delayed due to lack of engagement resources.
1.2.2	Develop and implement a Reconciliation Action Plan in consultation with key stakeholders	Community Services		Elements of a Reconciliation Action Plan will now be included in an Aboriginal Community Plan, following consultation with Land Councils which are not in favour of a RAP.
1.2.3	Participate in monthly meetings with the aboriginal family history team and support wider participation in the group	Libraries		Changes in group structure has delayed the process.
1.2.3	Provide the community with access to acknowledgements, welcomes and stories in the Gathang language through the use of QR codes	Libraries		Changes in group structure has delayed the process.
1.2.3	Supply resources and staff from the library to support students developing a knowledge of their aboriginal family trees	Libraries		Changes in group structure has delayed the process.
1.3.6	Install a wet play area as part of the Tuncurry Recreation Precinct	Community Spaces, Recreation & Trades		Project is reliant upon grant funding. To date all applications have been unsuccessful.

Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
1.4.1	Upgrade and manage seniors units in Gloucester	Property & Commercial		Due to lack of demand for the lease of units, a decision has been made to delay further upgrades until demand increases (i.e. no reason to upgrade an empty unit if no short term prospects of rental).
1.5.1	Undertake detailed review of community hall arrangements	Property & Commercial		Delayed due to review of responsibilities in organisational structure.
1.6.1	Develop a local community plan program, including a prioritisation tool, with the aim of producing 4 plans per annum	Communications & Engagement		Delayed due to lack of engagement resources.

# PERFORMANCE MEASURES














1	Community satisfaction with planning	Question was not included in the 2017 survey (Re-survey proposed for 2019)
2	Community satisfaction with decisions being made in the interests of the community	2017 index score = 52 * (Re-survey proposed for 2019)
3	Population growth	Estimated population increase of 460 residents (Source: forecast.id)
4	Backlog ratio on community assets	The backlog ratio is reported in the MCC Fit for the Future results 2017/2018 Refer to Value: <i>Strong leadership and shared vision</i> - Performance Measure #10 pg 74
5	Renewal ratio on community assets	The renewal ratio is reported in the MCC Fit for the Future results 2017/2018 Refer to Value: <i>Strong leadership and shared vision</i> - Performance Measure #10 pg 74
6	Asset maintenance ratio on community assets	The asset maintenance ratio is reported in the MCC Fit for the Future results 2017/2018 Refer to Value: <i>Strong leadership and shared vision</i> - Performance Measure #10 pg 74
7	Proportion of different housing types approved	Proportion of approved residential housing applications: Alterations and additions: 54.79% Single new dwelling: 36.81% New multi-unit: 3.36% Other: 2.69% New second occupancy: 2.18% Seniors living: 0.17%

\* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

# WE VALUE...















a connected community
















Strategy 3.1: Encourage and expand volunteering opportunities				
Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
3.1.1	<b>Integrate and align Council's framework for attracting, engaging and retaining volunteers</b>	Undertake an audit of Council's current frameworks for managing volunteers	Human Resources	
		Celebrate our volunteers through an annual awards program	Community Services	
3.1.2	<b>Provide opportunities for volunteering in the delivery of Council's services and recognise the contribution made by volunteers</b>	Provide and promote opportunities for volunteering in community services programs and activities	Community Services	
		Facilitate volunteer recognition events	Community Services	
		Encourage volunteer involvement at Visitor Information Centres, the Manning Entertainment Centre and Manning Regional Art Gallery	Economic Development & Tourism	
		Encourage volunteer involvement at our libraries	Libraries	
		Hold at least one library volunteer recognition event annually	Libraries	
3.1.3	<b>Continue to support volunteer mowing and land care programs</b>	Work with the community to have over 950 engaged participants by the end of 18/19 FY	Community Spaces, Recreation & Trades	
3.1.4	<b>Expand and support volunteer programs in areas where there is no current activity</b>	Support volunteer programs at North One Mile Beach, Forster	Community Spaces, Recreation & Trades	
		Support volunteer programs at Forster	Community Spaces, Recreation & Trades	
		Support volunteer programs at Mountain Park, Bulahdelah	Community Spaces, Recreation & Trades	
		Support volunteer programs at Limeburners Creek	Community Spaces, Recreation & Trades	
		Support volunteer programs at Smiths Lake	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	Responsibility	December 2018
3.2.1	<b>Enable Aboriginal partnership programs where possible in the management of the natural environment</b>	Contract bush regeneration contractors who employ Aboriginal staff, to undertake environmental programs	Community Spaces, Recreation & Trades	
3.2.2	<b>Develop library facilities to meet the changing and ongoing needs of the community</b>	Refurbish Gloucester Library	Libraries	
		Install a meeting room at Wingham Library for community use	Libraries	
		Install a meeting room at Tea Gardens Library for community use	Libraries	
		Finalise design plans for the new Forster Library	Libraries	
3.2.3	<b>Enhance access to the library collections</b>	Integrate the Great Lakes and Manning Valley library management systems into one system	Libraries	
		Establish a single purchasing structure for library stock and maintain currency of content	Libraries	
3.2.4	<b>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</b>	Partner with community groups to deliver social and cultural programs, events and celebrations	Libraries	
		Deliver at least one pop-up library event annually	Libraries	
3.2.5	<b>Provide support for local content in the library collections</b>	Expand the online digitised local history collection	Libraries	
		Purchase local author publications and support local author book launches	Libraries	
		Support local history programs and collections	Libraries	
3.2.6	<b>Provide library services targeted at enhancing community access</b>	Deliver an outreach and delivery program to seniors and those with restricted mobility	Libraries	
		Assist residents to improve literacy levels and their quality of life through the "Better Reading Better Community" initiative	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	Responsibility	December 2018
4.1.1	<b>Deliver maintenance programs within allocated budgets</b>	Deliver annual resealing program	Operations	
		Deliver annual rural road maintenance program	Operations	
		Deliver annual urban road maintenance program	Operations	
		Deliver annual regional road maintenance program	Operations	
4.1.2	<b>Efficiently manage maintenance of the road network</b>	Develop a Maintenance Management System (MMS) that outlines Council's maintenance and planning activities	Operations	
		Introduce current software technologies to assist with the MMS	Operations	
		Develop a Level of Service for major maintenance activities	Operations	
4.1.3	<b>Implement a single Enterprise Resource Planning solution for MidCoast Council to enable Strategic Asset Management</b>	Implement Technology One- One Council SaaS Solution – Core Financials	Information & Communications Systems	
		Implement Technology One- One Council SaaS Solution – Assets	Information & Communications Systems	
		Implement Technology One- One Council SaaS Solution – Property & Rating	Information & Communications Systems	
4.1.4	<b>Develop and refine asset management strategies, plan and policies</b>	Ensure yearly capital works program is developed in accordance with adopted asset management principles	Transport Assets	
		Collect and refine asset data to ensure asset management system is complete and current	Transport Assets	
		Enhance coordination of major maintenance programs between various depots	Operations	

4.1.5	<b>Plan for future traffic needs as part of the capital works program</b>	Model future traffic generation to ensure the road network provides a satisfactory future level of service	Transport Assets	
		Consider future expansion during the design projects to ensure the road network / bridge network can be expanded to meet future needs at minimum cost	Transport Assets	
		Monitor traffic accident data to identify trends and implement safety improvements accordingly	Transport Assets	
		Introduce a design review process with a checklist to include Safety in Design	Projects & Engineering	
		Ensure that all design decisions that influence safety have considered the risk and have documented the process	Projects & Engineering	
4.1.6	<b>Implement Section 94 projects</b>	Construct projects identified in the Section 94 plans as funds become available	Transport Assets	

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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
4.2.1	<b>Develop and implement both a Pedestrian Access and Mobility Plan and a Bike Plan</b>	Develop a Pedestrian Access and Mobility Plan	Transport Assets	
		Review the existing bike plans to develop a single MidCoast Council Bike Plan	Transport Assets	
		Pursue funding opportunities based on the priority programs identified in the plans	Transport Assets	
		Ensure all developments consider the adopted Bike Plans and PAMP and are conditioned accordingly [post adoption of the Bike Plan and PAMP]	Projects & Engineering	
		Consider communities walking and cycling needs and ensure developments are conditioned accordingly [prior to adoption of Bike Plan and PAMP]	Projects & Engineering	
4.2.2	<b>Efficiently manage maintenance of our walking and cycling network</b>	Develop a Maintenance Management System (MMS) that outlines Council's maintenance and planning activities	Operations	
		Introduce current software technologies to assist with the MMS	Operations	
		Develop a Level of Service for major maintenance activities	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	Responsibility	December 2018
4.3.1	Pursue opportunities through the State Government for the provision of improved public transport	Brief State Government on our public transport needs and future opportunities	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	Responsibility	December 2018
5.1.1	<b>Implement system upgrades to improve connectivity and improved ways of working</b>	Implement Unified Communications based on Skype for Business	Information & Communications Systems	
		Migrate internal users to Office 365 to enable enhanced collaboration with internal and external customers	Information & Communications Systems	
		Utilise web based productivity applications for use on any device, any time	Information & Communications Systems	
	<b>Implement electronic parking infringement technology</b>	Investigate options for and service providers or electronic parking infringement technology	Waste, Health, Regulatory	
5.1.2	<b>Expand consumer experiences at Manning Regional Art Gallery through new technologies</b>	Investigate use of emerging and evolving technologies presented by the NBN to deliver new experiences at the Manning Regional Art Gallery	Economic Development & Tourism	
5.1.3	<b>Provide online access through library services utilising current and emerging technologies</b>	Provide free internet access, including wifi across all staffed library service points	Libraries	
		Provide community access to current and emerging technologies at staffed library service points	Libraries	
5.1.4	<b>Develop online collections and services at local libraries</b>	Increase eAudio and eBook collections	Libraries	
		Develop library's website and social media presence	Libraries	

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














Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
5.2.1	<b>Support Telco Authority – Government Radio Network (GRN)</b>	Actively support the Telco Authority in the establishment of the GRN	Information & Communications Systems	
		Unify Councils Radio Networks on the GRN to enable LGA wide communication	Information & Communications Systems	
		Complete Proof of Concept on GRN for Telemetry	Information & Communications Systems	
5.2.2	<b>Support communications providers to maximise communication opportunities on Council assets</b>	Negotiate leases and licences on Council land for teleco equipment	Property & Commercial	



















## We protect the health and safety of our communities








### Objective 6

#### Strategy 6.1: Work together to promote and enhance community safety




Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
6.1.1	<b>Collaborate with local health services and police on community health and safety issues and opportunities</b>	Participate in Local Health Committees across the local government area	Community Services	
		Participate in Community Safety Precinct Committee meetings across the local government area	Community Services	
6.1.2	<b>Develop and implement an integrated compliance strategy, policy and related procedures</b>	Develop a compliance strategy and policy in conjunction with stakeholders	Waste, Health, Regulatory	
		Develop and implement procedures to support the compliance strategy and policy	Waste, Health, Regulatory	
6.1.3	<b>Collaborate with Emergency Response Organisations to reduce the impact of emergency events</b>	Continue with the development of the Tuncurry SES Depot	Engineering & Infrastructure	
		Continue with the ongoing development of Rural Fire Service buildings and plants	Engineering & Infrastructure	
		Liaise with the Rural Fire Service and State Emergency Service management to ensure that these organisations are equipped to respond to emergencies when needed	Engineering & Infrastructure	
6.1.4	<b>Promote the improvement of food handling standards at food premises</b>	Inspect and rate local food premises according to a risk profile	Waste, Health, Regulatory	
		Review food premises inspection programs to ensure health risks are appropriately addressed	Waste, Health, Regulatory	
		Continual development & promotion of communication strategies to assist in the improvement of food handling standards	Waste, Health, Regulatory	
6.1.5	<b>Undertake dog owner regulation compliance</b>	Promote and educate dog owners of their responsibilities under the Companion Animals Act 1998 along with consequences of non-compliance	Waste, Health, Regulatory	
		Investigate all reported dog attacks on both humans and animals	Waste, Health, Regulatory	
		Actively patrol public areas identified as high risk	Waste, Health, Regulatory	

6.1.6	<b>Maintain safe work sites to minimise risk to the community</b>	Introduce a process to ensure contractors insurances, Safe Work Method Statements and site inductions are current and relevant at commencement of work	Projects & Engineering	
		Ensure that all Council work sites comply with relevant safety standards	Projects & Engineering / Operations	
6.1.7	<b>Provide safe public areas</b>	Vandalism and graffiti is recorded and removed	Community Spaces, Recreation & Trades	
		Strategies to reduce recurrence of vandalism and graffiti implemented where possible	Community Spaces, Recreation & Trades	
6.1.8	<b>Ensure our roads are safe</b>	Undertake annual inspections of road assets to ensure they meet appropriate condition standards	Engineering & Infrastructure	
6.1.9	<b>Provide safe public swimming pools</b>	Complete water testing in accordance with recognised standards and regulations	Community Spaces, Recreation & Trades	
6.1.10	<b>Ensure building certification services are customer focussed</b>	Maintain continuing professional development of building certifiers	Building Services	
		Align building certification processes for MC1 migration	Building Services	
		Ensure processes and forms are customer friendly whilst meeting legislative requirements	Building Services	
6.1.11	<b>Raise community awareness of swimming pool safety</b>	Actively promote swimming pool safety	Building Services	
		Develop a database of swimming pools at commercial/tourist sites for MC1 migration	Building Services	
6.1.12	<b>Develop an integrated essential fire safety measures database</b>	Align processes for the management of annual fire safety statements for MC1 migration	Building Services	
		Raise awareness in the community of the importance of maintaining fire safety measures	Building Services	
6.1.13	<b>Establish a building fire safety upgrade program</b>	Align existing databases of buildings undergoing fire safety upgrades	Building Services	
		Develop a framework and process for monitoring existing building upgrade projects	Building Services	
		Develop a framework and process for conducting new fire upgrade projects	Building 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	Responsibility	December 2018
6.2.1	<b>Implement secure and resilient Water and Sewer communication network with 99.999% uptime</b>	Complete LGA wide design with secure gateways and redundant networkpaths	Information & Communications Systems	
		Implement key upgrades on first 5 sites	Information & Communications Systems	
		Complete remaining sites in accordance with risk and budget	Information & Communications Systems	
6.2.2	<b>Work with stakeholders to support and sustain connection of water and sewer services</b>	Negotiate and secure easements and other instruments to support tenure	Property & Commercial / Water Services	
6.2.3	<b>Develop and maintain stormwater management systems in accordance with asset management plans</b>	Maintain the existing stormwater drainage system to an acceptable level of service	Transport Assets	
		Undertake capital improvements to the stormwater drainage system in accordance with prioritised work programs	Transport Assets	
6.2.4	<b>Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services</b>	Continue implementation of the Drinking Water Quality Management Plan, including regular reporting to NSW Health, 3 <sup>rd</sup> party auditing and interim review of the adopted plan	Water Services	
		Continue implementation of the Recycled Water Quality Management Plans including regular monitoring, reporting and review.	Water Services	
		Monitor the water quality of the potable, non-potable, trade waste and treated effluent systems to demonstrate compliance with health, community and environmental based targets/standards	Water Services	
		Deliver capital projects to improve the environment and health performance of Water Services systems, including: <ul style="list-style-type: none"> <li>Pacific Palms Sewer Stage 1 - Wet Weather Storage</li> <li>Chemical dosing systems upgrades and process control interlocks</li> </ul>	Water Services	












6.2.5	<b>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</b>	Complete the concept design phase for upgrading of the Gloucester Sewer & Water Supply systems	Water Services	
		Revise the feasibility of priority projects in the Small Villages Sewering Program	Water Services	
		<p>Deliver the annual infrastructure asset renewal programs in accordance with the adopted Asset Class Management Strategies:</p> <ul style="list-style-type: none"> <li>• Reticulation Networks Assets <ul style="list-style-type: none"> <li>○ 375mm &amp; 250mm trunk water mains in Harrington</li> <li>○ Sewer main relining program</li> <li>○ Sewer pump renewals</li> </ul> </li> <li>• Treatment Process/Headworks Assets <ul style="list-style-type: none"> <li>○ Tuncurry STP - 4 Blowers</li> <li>○ Bootowa Water Treatment Plant - Membrane Replacement</li> </ul> </li> <li>• Computerised Automation, Control and Instrument Assets <ul style="list-style-type: none"> <li>○ Bootowa River Extraction High Voltage Electrical Switchroom</li> <li>○ Lantana Crossing - Water Pumping Station - High Voltage Transformer</li> <li>○ Forster - Sewer Pumping Station #18 - Backup Generator</li> </ul> </li> <li>• Telemetry &amp; Communication Assets <ul style="list-style-type: none"> <li>○ Replace the Telecommunications Tower at Tallwoods Reservoir to permit upgrading of the communications systems and corporate data network</li> </ul> </li> </ul>	Water Services	   
		Complete the Nabiatic Inland Dune Aquifer water source system	Water Services	

**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	Responsibility	December 2018
6.3.1	<b>Educate community, businesses and organisation on public health standards</b>	Council to provide community public health seminars on food safety	Waste, Health and Regulatory Services	
		Community public health education to be provided through the provision of routine inspections and by responding to community complaints	Waste, Health and Regulatory Services	
		Council continues to conduct routine inspections of retail food businesses, hair dressers, skin penetration premises, and cooling towers to ensure public health outcomes are achieved	Waste, Health and Regulatory Services	

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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
6.4.1	<b>Develop a strategic plan for the provision of appropriate recreational facilities</b>	Engage consultants to review the distribution of current recreational facilities and undertake a needs analysis for new and updated facilities	Community Spaces, Recreation & Trades	
		Engage consultants to develop a strategic plan for the provision of appropriate recreational facilities across the MidCoast LGA	Community Spaces, Recreation & Trades	

Additional comments relating to 'Delayed' and 'Revised' December 2018 Status				
Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
3.1.1	Undertake an audit of Council's current frameworks for managing volunteers	Human Resources		No progress to date. Current resourcing insufficient to complete this. Need further discussions with key stakeholders.
3.2.2	Install a meeting room at Tea Gardens Library for community use	Libraries		Awaiting outcome of grant application.
3.2.3	Establish a single purchasing structure for library stock and maintain currency of content	Libraries		Currency of content is on track. Establishment of single purchasing structure only possible once finance systems across council are integrated.
3.2.5	Expand the online digitised local history collection	Libraries		Some work is being done in the sector. The major focus has been on aligning the Library Management System. Once this is completed in 2019 focus will move to greater rates of digitising content.
4.1.2	Introduce current software technologies to assist with the MMS	Operations		Implementation will now be part of MC1.
4.1.3	Implement Technology One- One Council SaaS Solution – Property and Rating	Information & Communications Systems		Project to be formally initiated in the first quarter of the 2019-2020 financial year.
5.1.3	Provide free internet access, including wifi across all staffed library service points	Libraries		Free internet access provided at all staff service points. Currently not able to provide wifi access at Stroud due to technical constraints.
5.2.1	Unify Councils Radio Networks on the GRN to enable LGA wide communication	Information & Communications Systems		Resourcing allocated to other network projects.
5.2.1	Complete Proof of Concept on GRN for Telemetry	Information & Communications Systems		Resourcing allocated to other network projects.
6.1.2	Develop a compliance strategy and policy in conjunction with stakeholders	Waste, Health, Regulatory		Delayed due to lack of resources.
6.1.2	Develop and implement procedures to support the compliance strategy and policy	Waste, Health, Regulatory		Delayed due to lack of resources.



Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
6.1.12	Raise awareness in the community of the importance of maintaining fire safety measures	Building Services		Delayed due to lack of resources.
6.2.4	<p>Deliver capital projects to improve the environment and health performance of Water Services systems, including:</p> <ul style="list-style-type: none"> <li>Pacific Palms Sewer Stage 1 - Wet Weather Storage</li> <li>Chemical dosing systems upgrades and process control interlocks</li> </ul>	Water Services		<p>Progress on these new projects has been delayed by the contractual issues at the Nabic Water Treatment Plant.</p> <p>The Pacific Palms Sewer Stage 1 project is in the detailed design phase ahead of tendering in the coming months.</p> <p>The chemical dosing system upgrades are in progress and will recommence now that Nabic has been commissioned.</p>
6.2.5	Complete the concept design phase for upgrading of the Gloucester Sewer & Water Supply systems	Water Services		Both projects have had business cases developed and approved for project initiation approval by Council. Work has commenced on the options assessment ahead of the full concept design phase. Grant funding is being sought under the Safe & Secure Water Program. Any work completed before obtaining grant approval is not eligible for subsidy. Considering that the minimum subsidy is 25% of a potential \$30M expenditure, it is not in our interest to progress this project much further until the grant funding is determined.
6.2.5	<p>Deliver the annual infrastructure asset renewal programs in accordance with the adopted Asset Class Management Strategies:</p> <ul style="list-style-type: none"> <li>Computerised Automation, Control and Instrument Assets: <ul style="list-style-type: none"> <li>» Bootawa River Extraction High Voltage Electrical Switch Room</li> <li>» Lantana Crossing - Water Pumping Station - High Voltage Transformer</li> <li>» Forster - Sewer Pumping Station #18 - Backup Generator</li> </ul> </li> </ul>	Water Services		The timeframes for some of the sub projects in this program have been delayed due to the issues at Nabic. Other items have progressed ahead of or on schedule.

# PERFORMANCE MEASURES

1	Community satisfaction with recreational facilities	2017 index score = 63* (Re-survey proposed for 2019)
2	Community satisfaction with Council services	Question was not included in the 2017 survey (Re-survey proposed for 2019)
3	Community satisfaction with engagement by Council	2017 index score = 54* (Re-survey proposed for 2019)
4	Community satisfaction with transport assets	Question was not included in the 2017 survey (Re-survey proposed for 2019)
5	MidCoast Assist attendance rates	1,035 active participants
6	Client & Participant satisfaction index	Participant satisfaction survey has commenced Results to be included in the 12 month report
7	# of people at Council-run and Council sponsored events	Total estimated attendance 23,081 people
8	Library attendance, borrowings, membership and satisfaction	Visits = 186,581, Loans = 349,620, Membership = 31,237 Survey yet to be conducted for satisfaction (Re-survey proposed for 2019)
9	# of Council volunteers	1,640 total volunteers
10	# of reported accidents per year attributed to road, footpath and cycleway condition	21 reported accidents
11	# of claims against MidCoast Council for vehicle damage or personal injury attributed to road, footpath or cycleway conditions	11 claims
12	# of claims against MidCoast Council for private damage from weather events attributed to road, footpath, cycleway or stormwater drainage conditions	0 claims

\* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

# PERFORMANCE MEASURES

13	Total funding provided to emergency services in the financial year	\$825,016 as at Dec 2018
14	Average sealed road condition index	2.53 index score (1 = Very good - 5 = Very poor)
15	Sealed road condition index score / Spend per kilometre on sealed roads annually	\$12,451/ km expenditure on Capital Works July-Dec 2018
16	All road reconstruction / new work meets current relevant guidelines	100%
17	% of new developments connected by footpaths and cycleways	100%
18	# of reported food poisonings	2 reported
19	Food inspection ratings and # of inspections	Inspection ratings: 5 stars = 263 premises, 4 stars = 50 premises, 3 stars = 21 premises >15 points = 8 premises Inspections not requiring ratings = 49 Total Inspections = 391
20	# of dog attacks	84 reported
21	Public pool water quality	0 closures due to water quality
22	% of water samples meeting current Australian Drinking Water Guidelines	2017-18 = 99.4% 2018-19 YTD = 99.7%
23	% of time drinking water Critical Control Point Parameters are met	2017-18 = 98.6% 2018-19 YTD = 100%
24	% of success/fail swimming pool safety inspections and # of swimming pool inspections	Pass = 12% Fail initial inspection = 88%

# 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	Responsibility	December 2018
7.1.1	<b>Develop and implement natural area management plans for community land</b>	Collect baseline biodiversity data, map vegetation and weed distribution and density for high priority community land	Natural Systems	
		Commence development of natural area management plans for community land	Natural Systems	
		Undertake natural asset maintenance activities (bush regeneration/weed control/pest control) in natural areas	Natural Systems	
7.1.2	<b>Develop and implement a Biodiversity Framework for the MidCoast LGA</b>	Develop a Biodiversity Framework that aligns with broader Council vision, policy and objectives	Natural Systems	
		Develop local area biodiversity management plans for Tinonee and Brimbin and commence plan for Khappinghat to Darawank	Natural Systems	
		Continue implementation of the Tops to Lakes Strategy focussing on partnerships with private landholders	Natural Systems	
7.1.3	<b>Design and implement stormwater quality measures for capital projects as appropriate</b>  <b>Ensure that our areas and features of high natural environmental value are properly recognised and protected in land use planning</b>	Design and construct water quality measures, with a focus on capital projects with high pollutant potential	Transport Assets	
		Complete the Rural Opportunities and Land Use Strategy (ROLUS) for the MidCoast LGA rural landscape	Strategic Planning	
		Apply appropriate zones and development controls to areas and features of high environmental value as identified in ROLUS, in the consolidated MidCoast Local Environmental Plan and Development Control Plan	Strategic Planning	

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





Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
7.2.1	<b>Ensure climate change impacts are incorporated in Coastal Management Plan and Floodplain studies and plans</b>	Maintain working relationship with State Government to ensure that current standards analysis and data is used in modelling	Transport Assets	
		Work in partnership with the Floodplain Management peak body in Australia (FMA) to keep abreast of the latest predictions in relation to climate change and use this data to inform plans	Projects & Engineering	
		Ensure 2100 Sea Level Rise predictions are considered in the Flood Risk Management Studies and Plans for the Manning River, Karuah River, Gloucester, Great Lakes remote area and Port Stephens	Projects & Engineering	
7.2.2	<b>Develop and implement a strategic response to climate change risk along the MidCoast LGA coastline</b>	Develop a Coastal Management Program for the Old Bar Manning Point compartment	Natural Systems	
		Implement actions in Coastal Zone Management Plans for Jimmys Beach, Great Lakes Coast and the Manning Coast	Natural Systems	
7.2.3	<b>Develop appropriate responses to climate change in land use planning</b>	Implement the relevant provisions of the 2018 NSW Coastal Management State Environmental Planning Policy	Strategic Planning	
		Ensure that the consolidated MidCoast Local Environmental Plan and Development Control Plan include appropriate provisions for adaptation to climate change	Strategic Planning	

**Strategy 7.3: Protect, maintain and restore water quality within our estuaries, wetlands and waterways**




Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
7.3.1	<b>Invest in science that informs management of catchment, estuaries and wetlands</b>	Collect ecological condition data for each estuary in the MidCoast LGA	Natural Systems	
		Prepare and communicate results of the annual waterway health report card	Natural Systems	
7.3.2	<b>Develop a Manning River Coastal (catchment and estuary) Management Plan (CMP)</b>	Undertake a gap analysis of existing knowledge	Natural Systems	
		Commence ecological health assessment for catchment and estuary	Natural Systems	
		Develop and commence a community engagement plan for the Manning CMP	Natural Systems	
7.3.3	<b>Undertake acid sulfate soil remediation and wetland management</b>	Continue to implement the lower Manning Drainage Remediation Action Plan	Natural Systems	
		Implement the Wallis Lake Wetland Strategy with a focus on wetland protection and restoration	Natural Systems	
7.3.4	<b>Develop and maintain a strategic approach to stormwater quality management</b>	Commence review of the Manning Stormwater Plan	Natural Systems	
		Develop a stormwater and catchment plan for Racecourse Creek, Old Bar	Natural Systems	
7.3.5	<b>Ensure that Council's land use planning controls include appropriate provisions to manage the quality of stormwater runoff from new development</b>	Ensure appropriate water quality objectives and principles of water-sensitive design and incorporate into land use planning controls	Strategic Planning	
		Establish process for consolidated referral response for developments to cover water quality and water quantity management	Projects & Engineering	
7.3.6	<b>Protect water catchments to sustain high quality and dependable water supplies across the region</b>	Determine how the protection and management of water catchments will be incorporated into land use planning controls	Strategic Planning	
		Develop maintenance field guidelines for operations staff in best practice maintenance activities	Operations	
7.3.7	<b>Improve levels of water recycling/reuse and the quality of effluent discharged into the environment</b>	Maintain effluent discharge monitoring to meet or exceed license conditions	Water Services	
		Pursue opportunities to increase the level of reuse where there is a beneficial business case	Water Services	










**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	Responsibility	December 2018
7.4.1	<b>Engage with the community to develop understanding of estuary, water quality, weed biosecurity and biodiversity</b>	Deliver Backyard Bushcare program with focus on Pacific Palms	Natural Systems	
		Deliver capacity building and awareness through attending priority community events such as shows and markets, field days, workshops and media	Natural Systems	
		Develop and deliver community engagement programs with landholders and groups in priority areas in relation to water quality, acid sulfate soils, priority weeds, biodiversity and catchment management	Natural Systems	
		Provide support, develop partnerships, incentive programs and facilitate uptake of programs such as biodiversity stewardship, land for wildlife, to advance biodiversity conservation and catchment health improvement activities on private land	Natural Systems	







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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
7.5.1	<b>Ongoing implementation of Natural Resource Management plans and strategies</b>	Undertake implementation projects including riverbank management and foreshore management	Natural Systems	
		Provide input into and contribute to the delivery of the regional pest management strategy	Natural Systems	
7.5.2	<b>Ongoing implementation of the NSW Weeds Action Program</b>	Undertake high priority aquatic and terrestrial weed management, inspection, engagement and enforcement	Natural Systems	

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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
8.1.1	<b>Reduce the amount of waste that goes to landfill per capita</b>	Undertake community education with a focus on reducing waste	Waste, Health, Regulatory	
		Promote the Community Recycling Centres / Tip Shops ('re-use centres')	Waste, Health, Regulatory	
		Provide low cost options for the community to reduce waste going to landfill i.e. compost bins, worm farms, etc	Waste, Health, Regulatory	
8.1.2	<b>Maintain the level of beneficial reuse of biosolids from wastewater treatment</b>	Monitor the suitability/feasibility of biosolids for disposal by land application	Water Services	
		Identify through an EOI process properties suitable to be investigated as possible application sites as required	Water Services	
8.1.3	<b>Enhance re-use of roads material</b>	Develop maintenance procedures to ensure the continual use of recycled pavement materials (including in-situ stabilisation) to reduce waste to landfill	Operations	
		Develop a stockpile management guideline for the storage and future re-use of road generated materials	Operations	









**Strategy 8.2:** Proactively manage our resource consumption

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
8.2.1	<b>Develop and implement a Sustainability Action Plan for Council assets and operations that focusses on minimising consumption</b>	Evaluate Council's Planet Footprint data and identify opportunities to reduce our energy and water consumption	Natural Systems	
		Identify baseline carbon emissions, identify carbon emission reduction targets and develop a plan to reduce emissions	Natural Systems	
		Use renewable energy resources in Council where practical to do so	Management Team Executive	
8.2.2	<b>Optimise the efficiency of our water and wastewater infrastructure</b>	Complete optimisation of the Nabic sewer network to allow an increase volume of daily discharge without augmentation including monitoring and reporting on effectiveness as a pilot study	Water Services	
		Investigate the feasibility of using storage and control to attenuate peak flows in the wastewater systems & reduce peak energy consumption	Water Services	
		Monitor, report on and action opportunities to increase energy efficiency across the water & sewer network, including implementing alternate energy sources wherever feasible	Water Services	

















## 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	Responsibility	December 2018
9.1.1	<b>Design new Council developments to complement the surrounding environment</b>	Design the Civic Precinct and Main Beach projects in Forster to be sympathetic with the surrounds	Property & Commercial	
9.1.2	<b>Reduce pollutant, sediment and nutrient loads from new development</b>	Develop and deliver an engagement/training program for builders on Water Sensitive Urban Design (WSUD) policy and construction	Natural Systems	
		Develop erosion and sediment policy for MCC	Natural Systems	
		Implement the WSUD policy for all new development as required	Natural Systems	
9.1.3	<b>Implement a dredging program to maintain safe and sustainable recreation use of waterways</b>	Develop and implement a navigation dredging strategy including monitoring and/or maintenance works for priority sites in the Manning, Myall and Wallis estuaries	Natural Systems	
9.1.4	<b>Prepare a MidCoast Local Environmental Plan and Development Control Plan that includes provisions to manage and protect our natural and heritage values</b>	Prepare a Rural Opportunities and Land Use Strategy (ROLUS) for the MidCoast LGA rural landscape that identifies significant natural assets and heritage sites and ensure that appropriate Local Environmental Plan/DCP controls are applied to those areas	Strategic Planning	
9.1.5	<b>Ensure that investigations for new growth areas identify natural assets and heritage sites and that development is excluded or impacts managed in these areas</b>	Assess all relevant natural and heritage values in planning proposals for new release areas (i.e. Kolodong, The Northern Gateway, Myall River Downs, Gloucester River Run and Blueys Estate)	Strategic Planning	
		Ensure that zones and other development controls are applied to protect and manage natural assets and heritage values in re-zonings for new release areas	Strategic Planning	

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



Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
9.2.1	<b>Undertake strategic management of Council's land portfolio</b>	Develop strategy for the development of Chapmans Road, Tuncurry	Property & Commercial	
		Investigate options for the use or disposal of excess Council land	Property & Commercial	
		Actively promote and market Council owned lots within land developments to facilitate land sales	Property & Commercial	
		Implement a corporate asset management system	Property & Commercial	
		Consolidate property management data into a central property database	Property & Commercial	
		Consolidate Council's land registers and ensure all land is classified as community or operational land	Property & Commercial	
		Review, revise and prepare plans of management for all community land	Property & Commercial	
9.2.2	<b>Manage and maintain Council's building assets on a sustainable basis</b>	Consolidate and review the building asset management plan	Property & Commercial	
		Undertake building condition assessments and incorporate results into integrated building asset management plan that informs a prioritised works program	Property & Commercial	
		Develop annual works program for maintenance, upgrade and improvement of public buildings that reflect the needs of the users and asset management plan	Property & Commercial	
		Undertake maintenance and renewal of public buildings in accordance with works program	Property & Commercial	
9.2.3	<b>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</b>	Prepare a Housing Strategy for MCC	Strategic Planning	
		Prepare a Rural Opportunities and Land Use Strategy for MCC	Strategic Planning	
		Continue with the preparation of the MidCoast Local Environmental Plan and Development Control Plan	Strategic Planning	
		Undertake site specific re-zonings to facilitate economic development opportunities and to meet the growth needs of the population	Strategic Planning	
		Continue to prepare development control plan provisions to ensure the form, location and design of development meets the expectations of the community	Strategic Planning	

9.2.4	<b>Monitor the supply of and demand for residential land to enable Council to program new land releases</b>	Complete an Urban Land Monitor for the Taree land market as a pilot for extension across the whole of the MidCoast area	Strategic Planning	
		Complete and regularly maintain the Urban Land Monitor for all other residential land markets across the MidCoast area	Strategic Planning	
9.2.5	<b>Undertake activities that ensure processing of development applications is efficient and effective</b>	Implement a revised DA Lodgement Package for ease of use for customers	Development Assessment	
		Implement a revised internal referral process for more efficient development assessment	Development Assessment	









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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
9.3.1	<b>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</b>	Ensure that the consolidated MidCoast Local Environment Plan and Development Control Plan include appropriate provisions to deliver a high standard of built form and urban design, as well as sustainable development outcomes across the local government area	Strategic Planning	
		Ensure that when new release areas are rezoned that appropriate LEP and DCP controls are in place to deliver sustainable development outcomes and a high standard of urban design and built form for each area	Strategic Planning	

### Strategy 9.4: Encourage well designed streetscapes in urban centres

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
9.4.1	<b>Develop streetscape plans for all urban centres</b>	Engage consultants to review current streetscape designs and planting distribution	Strategic Planning; Projects & Engineering; Community Spaces, Recreation and Trades	
9.4.2	<b>Incorporate streetscape considerations in road designs</b>	Ensure that opportunities for improvement to streetscapes are considered in any designs for road upgrades	Projects & Engineering	

**Additional comments relating to 'Delayed' and 'Revised' December 2018 Status**

Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
7.1.1	Commence development of natural area management plans for community land	Natural Systems		This action has been delayed as it is dependent on the development of a Natural Assets Register to identify and prioritise a list of reserves requiring management plans. This register is due to be completed within the next 6 months.
7.3.4	Commence review of the Manning Stormwater Plan	Natural Systems		Delayed pending appointment of Stormwater Engineer
7.3.4	Develop a stormwater and catchment plan for Racecourse Creek, Old Bar	Natural Systems		Delayed pending recruitment of Coastal Engineer
8.2.1	Evaluate Council's Planet Footprint data and identify opportunities to reduce our energy and water consumption	Natural Systems		While Council continues to participate in the Planet Footprint program to monitor its resource consumption, the commitment of staff resources to an inter-departmental sustainability team is required to collectively identify opportunities to minimise its resource consumption. This will be pursued with management over the next 6 months.
8.2.1	Identify baseline carbon emissions, identify carbon emission reduction targets and develop a plan to reduce emissions	Natural Systems		While a baseline profile has been prepared for the community's carbon emissions, a baseline profile of Council's emissions is outstanding and dependent on the receipt of government funding and assistance. Once this has been undertaken, Council support will be sought to adopt emission reduction targets and develop a plan to reduce its emissions.
8.2.1	Use renewable energy resources in Council where practical to do so	Management Team Executive		See comments above
9.1.2	Develop erosion and sediment policy for MCC	Natural Systems		Delayed due to resources being allocated to development of Manning Estuary/Catchment CMP and certification of CZMP's
9.2.1	Review, revise and prepare plans of management for all community land	Property & Commercial		Delayed due to significant legislative changes and resulting impacts

# PERFORMANCE MEASURES

1	Annual Waterways Report Card scores	Report card launched November 2018. Scores are within the report card and on the Council website. Results are consistent with previous year.
2	Annual visitor numbers	2017 = 2,013,000 annual visitors (This is the most current figure as at August 2018 based on a 4 year average to Sept 2017) (Source: Tourism Research Australia, Local Government Area Profiles, 2017)
3	Ground water pollution levels	All groundwater testing at each site were within acceptable reporting levels
4	# of unauthorised waste disposals	190 reported
5	% of success/fail sewage system inspections and # of inspections	Successful (satisfactory) = 49.6%, Failed (unsatisfactory) = 50.4% Total inspections = 288
6	% of relevant water samples meeting current Australian Recycled Water Guidelines	2017-2018 = 100% 2018-19 YTD = 100%
7	% of bio-solids being beneficially re-used	2017-2018 = 100% 2018-19 YTD = 100%
8	% of times EPA Licence requirements are met in relevant samples	2017-2018 = 98.8% 2018-19 YTD = 99.5%



# PERFORMANCE MEASURES

9	% of time EPA is notified of sewer escapes within 24hrs	2017-2018 = 100% 2018-19 YTD = 100%
10	% reduction in carbon emissions	Unable to provide data for this measure. Whole of council program involving asset owners is in development.
11	% of waste water beneficially re-used	2017-2018 = 20% 2018-19 YTD = 18%
12	Community satisfaction with decisions being made in the interest of the community	2017 index score = 52* (Re-survey proposed for 2019)
13	Community satisfaction with planning	Question was not included in the 2017 survey. (Re-survey proposed for 2019)
14	Population growth	Estimated population increase of 460 residents (Source: forecast.id)
15	Community satisfaction with water and sewerage services	2017 index score = 69* (Re-survey proposed for 2019)

\* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

# WE VALUE...











our thriving and growing  
economy







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








## Objective 10







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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
10.1.1	<b>Develop opportunities to revitalise existing or create new visitor experiences and products in line with the Destination Management Plan</b>	Progress the game changer projects identified in the Destination Management Plan subject to available resources	Economic Development & Tourism	
		Investigate development of a mountain bike technical track in Forster	Economic Development & Tourism	
		Develop a program to build the capacity of the local tourism and hospitality industry in developing product to meet the needs of targeted markets	Economic Development & Tourism	
10.1.2	<b>Develop and market the MidCoast destination to attract identified target visitor markets</b>	Develop a marketing content strategy and create content for multi-channel distribution	Economic Development & Tourism	
		Enhance online and digital promotion including the development of an overarching online and digital framework for the MidCoast region that integrates former regional tourism platforms, preparing a Digital Strategy, implementing and monitoring the performance of the new online and digital presence	Economic Development & Tourism	
		Develop a Destination Brand Strategy for MCC, which incorporates the vision for the region's visitor economy, its brand archetype, key target markets and positioning	Economic Development & Tourism	
		Prepare a five-year Destination Marketing Plan	Economic Development & Tourism	
		Implement a Discover Your Own Backyard style campaign to grow awareness of the regions tourism, hospitality and events offer with residents and businesses	Economic Development & Tourism	
		Undertake domestic visitor research to identify the primary audiences for MCC and the motivations, expectations, barriers to travel and preferred channels of communication to reach target markets	Economic Development & Tourism	
		Commence creation of a reliable dashboard to evaluate outcomes achieved by the visitor economy, including identification of appropriate key performance indicators linked to tourism objectives	Economic Development & Tourism	


10.1.3	<b>Develop and deliver a first class customer experience for visitors and residents across all channels and visitor touch points</b>	Review and integrate best-practice destination service processes and procedures across the MCC region	Economic Development & Tourism	
		Review future visitor services across the region, including the location of key visitor information centres, volunteer-based services, online and digital delivery of visitor information and published collateral	Economic Development & Tourism	
		Conduct information sessions for visitor service staff on the new brand strategy and marketing plan	Economic Development & Tourism	
		Identify local ambassadors who are accessible and can help lift the perception of the region	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	Responsibility	December 2018
10.2.1	<b>Strengthen the region as a location of choice for business to invest</b>	Develop a strategy to improve sense of place and perception of the region	Economic Development & Tourism	
		Seek opportunities for the funding of key infrastructure projects to support business establishment and growth as identified in the Regional Economic Development Strategy	Economic Development & Tourism	
10.2.2	<b>Create a supportive environment for business to invest and grow</b>	Seek opportunities for the funding of job creation projects	Economic Development & Tourism	
		Develop and implement a 'Buy Local' program in conjunction with the Combined MidCoast Business Chamber	Economic Development & Tourism	
		Establish an Economic Development reference group to investigate ways to encourage economic development and facilitate opportunities	Economic Development & Tourism	
10.2.3	<b>Market the MidCoast region</b>	Actively promote the economic vision for the region as identified in the Regional Economic Development Scheme (REDS)	Economic Development & Tourism	
		Investigate targeted marketing opportunities which link with the identified strengths of the region and support the outcomes identified in strategic planning documents for the region	Economic Development & Tourism	

10.2.4	<b>Develop capacity and skills building, networking and partnership opportunities for the tourism and hospitality industry</b>	Build collaboration between MCC, communities, businesses and other key stakeholders within and outside the region through regular communication and networking opportunities	Economic Development & Tourism	
		Develop an annual program of capacity and skills building workshops for the tourism and hospitality industry	Economic Development & Tourism	
		In conjunction with the tourism industry review, develop and implement a new partnership program	Economic Development & Tourism	
10.2.5	<b>Reduce the economic impact of charges for Water &amp; Wastewater services</b>	Revise the options to permit DSP charges under S64 to be recovered through higher usage charges over time rather than through upfront payment	Water Services	
		Update the Strategic Business Plan for Water Services and adopt a new pricing path that will fund planned improvements and sustainable management of the systems over the medium to long term	Water Services	
10.2.6	<b>Review Council land portfolio and commercial services operations</b>	Continue to investigate Gloucester saleyard sale operations	Property & Commercial	

### Strategy 10.3: Increase opportunities for quality education and training

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
10.3.1	<b>Strengthen opportunities in the region for youth employment</b>	Investigate the implementation of a Youth First Employment & Training scheme linked to the strengths and vision for the region	Economic Development & Tourism	






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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
10.4.1	<b>To improve workforce participation across the MidCoast region</b>	Actively promote the economic vision for the region and the key projects identified in the Regional Economic Development Strategy to promote job retention and job 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	Responsibility	December 2018
11.1.1	Explore and implement major project opportunities	Progress development for Civic Precinct Project, Forster	Property & Commercial	
		Finalise master planning for Main Beach Project, Forster	Property & Commercial	
11.1.2	Improve quality of facilities and programs offered to the public in recreation spaces	Develop and deliver a works program for the maintenance, upgrade and improvement of the various aquatic and leisure facilities that reflects the needs of users and asset management plans	Property & Commercial	
		Ensure that the aquatic and leisure facilities are managed in a professional manner and according to contract conditions	Property & Commercial	
11.1.3	Create a supportive environment for business to invest and grow	Continue to promote the Vibrant Spaces initiative	Economic Development & Tourism	


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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
11.2.1	Develop a coordinated approach to supporting events in the area	Develop a strategy and policy to attract and manage events in the area which maximise economic and community benefits	Economic Development & Tourism	
		Develop a program to build the capacity of local event organisers to hold successful events	Economic Development & Tourism	
		Continue to integrate processes and develop policies to improve the approval of events on public land across the MidCoast region	Economic Development & Tourism	
11.2.2	Attract and/or develop event opportunities that drive visitation, activate key visitor markets and assist delivery of strategic destination management objectives	Incorporate the objectives and actions of the Destination Management Plan into Council's Events Strategy	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	Responsibility	December 2018
11.3.1	<b>Develop a suite of industrial and business land use zones and other planning controls to facilitate economic growth</b>	Review and rationalise all employment zones and controls across MidCoast with regard to the role, function, hierarchy and needs of each of our settlements	Strategic Planning	
		Ensure appropriate employment zones and controls are included in the MidCoast Local Environmental Plan	Strategic Planning	
		Commence the inclusion of appropriate employment land controls in the MidCoast Development Control Plan	Strategic Planning	
		Promote growth of industries that can leverage accessibility provided by the Pacific Highway by rezoning of land in appropriate locations for employment purposes	Strategic Planning	
11.3.2	<b>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</b>	Prepare the Manning Health/Taree CBD Precinct Plan	Strategic Planning	
		Include the planning outcomes of the Precinct Plan in a Planning Proposal or in the preparation of the MidCoast Local Environmental Plan	Strategic 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	Responsibility	December 2018
11.4.1	<b>Improve the use of digital technology to develop businesses based on new ways of thinking</b>	Develop a capacity building program to allow business to take full advantage of the NBN network across the MidCoast region	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	Responsibility	December 2018
12.1.1	<b>Work closely with property and commercial services stakeholders to maximise usage of Council commercial assets</b>	Work with stakeholders at Nabiac stockyards and Gloucester saleyards to maximise usage of those assets	Property & Commercial	
		Support businesses at Taree Aviation Business Park	Property & Commercial	
12.1.2	<b>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</b>	Develop dedicated producer/hospitality workshop opportunities as part of the broader product development program	Economic Development	
12.1.3	<b>Prepare a rural land use strategy that identifies, protects, manages and reinforces rural activities, industry and agribusiness</b>	Complete the Rural Opportunities and Land Use Strategy (ROLUS)	Strategic Planning	
		Incorporate the findings and actions from ROLUS into the consolidated MidCoast Local Environmental Plan and Development Control Plan as appropriate	Strategic Planning	
12.1.4	<b>Identify and protect important agricultural land including intensive agriculture clusters and protect, manage and reinforce agribusiness in local land use plans</b>	Complete the Rural Opportunities and Land Use Strategy	Strategic Planning	
		Ensure that important Agricultural land identified in ROLUS is protected and managed by appropriate planning controls in the consolidated MidCoast Local Environmental Plan	Strategic Planning	
		Amend planning controls to facilitate appropriate economic development and to deliver greater certainty of land use in the rural landscape	Strategic Planning	



Additional comments relating to 'Delayed' and 'Revised' December 2018 Status				
Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
10.1.2	Prepare a five-year Destination Marketing Plan	Economic Development & Tourism		The Destination Brand Strategy has identified the need for the “development of integrated marketing assets & collateral”, as a higher priority for the next 6 months. The preparation of a five-year Destination Marketing Plan will be delayed until next FY.
10.1.2	Implement a Discover Your Own Backyard style campaign to grow awareness of the regions tourism, hospitality and events offer with residents and businesses	Economic Development & Tourism		The Campaign to launch the new brand into the market will also now incorporate a local focus
10.1.3	Identify local ambassadors who are accessible and can help lift the perception of the region	Economic Development & Tourism		A Destination Management Reference Group to be established in Feb 2019. A primary objective of this Group is to positively promote tourism in the region, acting as ambassadors for the Barrington Coast.
10.2.1	Develop a strategy to improve sense of place and perception of the region	Economic Development & Tourism		Concept being developed for a public relations campaign focusing on 'Buy into MidCoast' rather than 'Buy Local'. Supports focus 10.2.2.
10.2.2	Develop and implement a 'Buy Local' program in conjunction with the Combined MidCoast Business Chamber	Economic Development & Tourism		Concept being developed for a public relations campaign focusing on 'Buy into MidCoast' rather than 'Buy Local'. Supports focus 10.2.1.
10.2.3	Investigate targeted marketing opportunities which link with the identified strengths of the region and support the outcomes identified in strategic planning documents for the region	Economic Development & Tourism		Waiting on outcome of Destination branding and corporate approach. Will be linked to 'Buy into MidCoast' concept.
11.2.1	Develop a strategy and policy to attract and manage events in the area which maximise economic and community benefits	Natural Systems		MidCoast Cultural Vision 2036 to be developed first half of 2019. This will inform the events strategy. Draft events sponsorship policy developed for Council policy working group to review February 2019. Participating in a partnership with Destination North Coast aimed at increasing attraction of business event and improving capacity of local operators.

Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
11.2.2	<b>Incorporate the objectives and actions of the Destination Management Plan into Council's Events Strategy</b>	Economic Development & Tourism		Waiting on completion of Cultural Vision. Participating in a partnership with Destination North Coast aimed at increasing attraction of business events and improving capacity of local operators.
11.4.1	<b>Develop a capacity building program to allow business to take full advantage of the NBN network across the MidCoast region</b>	Economic Development & Tourism		Limited internal resources to implement this financial year and a need to partner with NBN, providers and industry experts.

# PERFORMANCE MEASURES

1	Net number of new businesses	Increase of 52 as at Sept 2018 (Source: REMPLAN Economy)
2	MidCoast unemployment rate	2016 = 9.0% Regional NSW 2011 = 6.1% 2011 = 8.6% (Source: profile.id)
3	Population growth	Estimated population increase of 460 residents (Source: forecast.id)
4	Return on investment on Council-owned commercial properties	To be reported to Council prior to the end of June 2019
5	Annual # of visitors	2017 = 2,013,000 annual visitors This is the most current figure as at August 2018 based on a 4 year average to Sept 2017. (Source: Tourism Research Australia, Local Government Area Profiles, 2017)
6	Community satisfaction that Council provides value for money for rates	2017 index score = 47* (Re-survey proposed for 2019)
7	% of areas zoned for employment being actively developed	0 new employment release areas under development
8	Water customer price increases over the medium to long term to be at or below CPI increases	Long term price path to be monitored in accordance with LTFP and Strategic Business Plan

\* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017




# 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	Responsibility	December 2018
13.1.1	<b>Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities</b>	Maintain membership of the Hunter Joint Organisation and participate in related activities	General Manager	
		Maintain constructive relationships with State and Federal Government agencies to ensure local interests, challenges and opportunities remain a focus	General Manager	
		Continue to work with the State Government in relation to Local Government reform and other initiatives that impact on the sector	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	Responsibility	December 2018
13.2.1	<b>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</b>	Continue to investigate options for accommodation in Forster and Taree through the adopted gateway process being undertaken for the former Masters site at Biripi Way, Taree or any alternative arising from the investigations	General Manager	
13.2.2	<b>Provide a welcoming and easy to deal with Council where customers have a positive experience of Council service delivery</b>	Undertake a customer relations user satisfaction survey, with average score 7 or higher	Customer Service	
		Undertake customer journey mapping to clearly identify the actual and desired experiences of customers when doing business with Council	Customer Service	
		Continue to develop a community-focussed culture across the organisation where staff apply organisational values in their decision making and behaviours	Corporate Strategy & Development	











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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
13.3.1	<b>Develop a Financial Management Reporting Framework</b>	Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements through the Quarterly Budget Review process and annual Financial Statement Lodgement	Finance	
		Review financial management reporting policies and develop financial indicators and parameters to guide Council	Finance	
		Manage Council's investment portfolio to optimise investment returns within the constraints of policy, the Local Government Act & Regulations	Finance	
		Implement Enterprise Bargaining (EB) module of Technology One Finance system to provide for a process of monthly budget reviews	Finance	
		Review the Long Term Financial Plan annually	Finance	
13.3.2	<b>Maintain clear, consistent and efficient policies, procedures and systems to support the delivery of MidCoast Assist services</b>	Manage integration of the service's client management system (TCM) and the organisation's enterprise solution (MC1)	Community Services	
		Undertake a review of MidCoast Assist's policies and procedures	Community Services	
13.3.3	<b>Ensure council is a responsible custodian of corporate records</b>	Ensure security of records is appropriate and meets statutory and business requirements	Governance	
		Review and integrate Council's Records Management policy, procedures and guidelines in accordance with Council's MC1 project	Governance	
		Implement the use of IPlatinum records search facilities	Governance	
		Implement organisation wide Records Management principles	Governance	
13.3.4	<b>Ensure Council's governance framework sets appropriate ethical standards</b>	Provide regular Code of Conduct training to staff and Councillors and promote the principles of the code, including provision of training to staff at induction	Governance	
		Ensure that breaches of the Code are investigated and actioned appropriately	Governance	
13.3.5	<b>Continue implementation, review and improvement of the Integrated Planning &amp; Reporting Framework</b>	Provide 6-monthly reporting on the delivery of the Delivery Program and Operational Plan	Corporate Strategy & Development	
		Prepare Annual Report in accordance with State Gov't requirements	Governance	
		Continue integration and implementation of Resourcing Strategy documents to support the long term sustainability of Council services	Corporate Strategy & Development	

Strategy 13.4: Provide strong governance frameworks				
Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
13.4.1	<b>Provide governance frameworks that enable Councillors to fulfil their strategic role</b>	Ensure policy and access to information provides appropriate opportunities for Councillors to fulfil their role in accordance with Council's Councillor and Staff Interaction Policy	Governance	
13.4.2	<b>Develop and maintain appropriate legal compliance systems</b>	Ensure staff have appropriate skills and delegated authority to perform their role. Continue to issue staff delegations as staff are appointed	Governance	
		Commence the implementation of Local Government Legal Compliance Database	Governance	
13.4.3	<b>Ensure community confidence in council as a trusted leader</b>	Continue to develop, review and continuously improve Councils Governance Framework	Governance	
		Review Policies and Procedures due for review and undertake gap analysis	Governance	
		Review and adopt the new Office of Local Government Code of Conduct and Code of Meeting Practice	Governance	
		Work collaboratively with Councillors to develop policy that sets Council's long term strategic direction to ensure consistency of decisions over the longer term	Governance	
		Finalise Council's Risk Management Framework including risk appetite	Governance	
		Develop, implement and test Council's Business Continuity Plan (BCP)	Governance	
		Develop and deliver training to staff and councillors regarding specific governance policies	Governance	
		Provide ICAC Fraud and Corruption Awareness training and Ombudsman Complaint Handling training to relevant staff	Governance	
		Develop and implement Council Unreasonable Complainant Conduct Policy and Procedure	Governance	
13.4.4	<b>Ensure staff access to records is appropriate to facilitate decision making</b>	Ensure access to information for staff is seamless and efficient to facilitate quality decisions via MC1	Governance	
		Ensure corporate records are captured to ensure accountability for decisions	Governance	

Strategy 13.5: Develop and deliver services and programs that provide value for money				
Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
13.5.1	<b>Develop strong, diverse leadership and a culture that values performance and adaptability</b>	Ensure the principles of Councils Code of Conduct are promoted and upheld throughout the organisation by inclusion on team meeting agendas, intranet posts and refresher training sessions as required throughout 2018-2019	Governance	
		Establish councils Audit, Risk and Improvement Committee and Internal Audit Framework provides assurance to the community in relation to Council Performance	Governance	
		Ensure that Business Continuity Plans are developed, tested and reviewed across all of councils critical functions	Governance	
13.5.2	<b>Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders</b>	Continue to develop a culture focussed on continuous improvement of processes that contribute to the provision of effective and efficient services	Corporate Strategy & Development	
		Support the continued implementation of Council's enterprise solution (MC1) through review of business processes	Corporate Strategy & Development	
		Develop a program and methodology for service reviews utilising an agreed strategic approach to ensure evidenced based decision making in the provision of efficient and effective services	Corporate Strategy & Development	
		Utilise the Australian Business Excellence Framework to guide organisational improvement focussed on the achievement of sustainable business performance and improved capability of the organisation	Corporate Strategy & Development	
		Continue participation in the Local Government Professional (and PwC) Australasian LG Performance Excellence Program and use results to inform improvement areas and actions	Corporate Strategy & Development	















Strategy 13.6: Implement community focussed systems to support simple and convenient ways to access and do business with our council both online and in person				
Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
13.6.1	<b>Develop and implement an integrated service request management system with customer portal</b>	Determine agreed service level agreement for service requests including functional responsibility	Information & Communications Systems	
		Implement integrated service request management system in Technology One – One Council (MC1)	Information & Communications Systems	
		Implement online service portal to log and track service requests	Information & Communications Systems	
13.6.2	<b>Maintain clear, efficient and effective processes and deliver consistent information</b>	Review information contained within the customer relations knowledge management system to ensure 100% of information is current	Customer Service	
		Investigate processes to align General Purpose and Water Service customer relations including opportunities to streamline service delivery	Customer Service	
13.6.3	<b>Standardise and improve the customer's experience for Planning Certificates under s10.7 of the Environmental Planning and Assessment Act</b>	Develop a standard s10.7 certificate template	Strategic Planning	
		Continue with the development of a preferred consistent system for the production of certificates	Strategic Planning	
		Identify and confirm accountabilities for the maintenance of certificate data and establish processes for the maintenance of data in conjunction with those who are accountable	Strategic Planning	
13.6.4	<b>Ensure Council meetings facilitate community participation</b>	Council meeting agendas and minutes are provided on Council's website in a timely manner for all meetings as adopted for 2018-2019	Governance	
		Review Council's Complaints Handling Policy, Procedures, Guidelines and systems to ensure complaints are appropriately managed and responded to explaining reasons for decisions	Governance	

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





### Objective 14

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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
14.1.1	<b>Ensure our workforce has the required capability, skills and competencies to deliver our services and programs</b>	Implement the 2018-19 Training Plan	Human Resources	
		Develop the 2019-20 Training Plan	Human Resources	
		Embed the LGNSW Capability Framework into HR life-cycle functions including position descriptions, recruitment, performance management and development	Human Resources / Corporate Strategy & Development	
14.1.2	<b>Position MCC as an 'Employer of Choice'</b>	Implement a MCC Salary System and overall package of terms and conditions that balances long-term affordability with the ability to attract and retain staff with the required knowledge, skills and experience	Human Resources	
		Develop and implement HR policies and procedures that align with our organisational values and support a customer focussed culture	Human Resources	
		Continue development of our employer brand through our Workforce Strategy to support the attraction and retention of quality staff who are aligned with our organisational values	Corporate Strategy & Development	
14.1.3	<b>Develop leaders that inspire, motivate and coach our employees to realise their potential and respond to opportunities and challenges</b>	Continue external partnerships and relationships to support the development and delivery of a best/next practice approach to the Corporate Development Program through knowledge transfer, mentoring and external perspective on approaches	Corporate Strategy & Development	
		Support and enable people to accept and engage with change throughout the alignment and integration phase of becoming one council including equipping people leaders with tools and techniques to champion change and coach others	Corporate Strategy & Development	
		Continue implementation of a strategic Corporate Development Program to guide the integrated development of staff and ongoing growth of corporate strategy and culture throughout the organisation using evidenced based instruments and coaching	Corporate Strategy & Development	

		Implement the Integrated Development Framework for levels 1-3 that supports an integrated approach to ongoing personal development that aligns with the LGNSW Capability Framework	Corporate Strategy & Development	
		Review the inaugural Developing Future Leaders (DFL) Program and apply learnings to the delivery of the second intake of future leaders	Corporate Strategy & Development	
		Review and integrate the Educational Assistance policy and procedure	Corporate Strategy & Development	













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









Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
14.2.1	<b>Embrace a constructive workplace culture that enhances individual and collective performance, with an objective of delivering high quality outcomes for the community</b>	Undertake a staff pulse survey to provide an interim guide of staff climate and culture prior to a full organisation wide culture survey	Corporate Strategy & Development	
		Continue to use the culture survey results and identified focus areas from the 2017 survey to guide effort and energy in the development of the desired organisational culture in and between teams	Corporate Strategy & Development	
		Encourage and support teams throughout the organisation to define and apply the organisational values to their behaviour and decision making	Corporate Strategy & Development	
14.2.2	<b>Embrace a culture of safety and wellbeing</b>	Develop and implement policies and procedures that align with our organisational values and support a safety focussed culture	Human Resources	

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










### Objective 15

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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
15.1.2	<b>Ensure public access to Council information</b>	Review Governance pages on Council's website to ensure a proactive approach to open access of information via website	Governance	
		Ensure GIPA (both informal and formal) requests are dealt with within statutory timeframes and community expectations for 2018-2019	Governance	
		Develop processes for the Contracts Register and Disclosures Log	Governance	
15.1.2	<b>Provision of information on Council's website is customer focussed</b>	Review the Governance pages on Council's website and implement changes as required to ensure that the functionality of the website facilitates easy access to information	Governance	
15.1.3	<b>Develop and deliver an effective community focussed communications strategy to support and inform the community on council activities</b>	Develop a MidCoast Council Communications Strategy	Communications & Engagement	
		Develop a MidCoast Council Digital Media Plan	Communications & Engagement	
		Optimise communications methods to provide information to the community	Communications & Engagement	
15.1.4	<b>Build community awareness of the services and projects delivered by Council</b>	Develop communications programs to support the delivery of key council activities	Communications & Engagement	
		Review and develop communications channels to deliver messages to targeted audiences	Communications & Engagement	
		Host regular rounds of community meetings	Corporate Strategy & Development	
15.1.5	<b>Maintain existing reporting capability in Water Services for capital projects and operations.</b>	Develop capacity for the existing gateway and project health system to be incorporated in the enterprise wide business system	Water Services	
		Develop capacity for the existing issues and failures process to be incorporated in the enterprise wide business system	Water Services	

Strategy 15.2: Improve community understanding of how decisions are made for the local area				
Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
15.2.1	<b>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</b>	Review guidelines from the Department of Planning and Environment on the preparation of policies on Planning Agreements	Strategic Planning	
		Determine approach to preparation of a policy	Strategic Planning	
15.2.2	<b>Improve community understanding of asset management</b>	Improve the communities understanding of how we rate the condition of our road assets and how decisions are made on which projects are prioritised	Transport Assets / Project & Engineering	
		Use media releases to educate the public on the processes and sequence utilised in road construction	Transport Assets / Project & Engineering	
15.2.3	<b>Ensure that policies reflect community expectations</b>	Ensure policies are written in plain English rather than legal terms	Governance	
		Ensure relevant policies are placed on public exhibition inviting public submissions and feedback where appropriate, eg. Code of Meeting Practice, Code of Conduct, Privacy Management Plan	Governance	
15.2.4	<b>Provide clear, accessible and relevant information to the community</b>	Implement a website constant improvement process to ensure content on Council's website is relevant, up-to-date and easy to access	Communications & Engagement	
		Proactively provide information on council decisions to local media	Communications & Engagement	



**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	Responsibility	December 2018
15.3.1	<b>Facilitate channels for engagement with community service target groups</b>	Facilitate engagement activities with community service target groups, including service reference groups and topical consultation forums	Community Services	
15.3.2	<b>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</b>	Review legislative requirements and any associated State Government guidelines for the preparation of CPPs	Strategic Planning	
		Prepare a draft CPP for community consultation	Strategic Planning	
15.3.3	<b>Ensure Council meetings are appropriately scheduled and resourced and facilitate community participation</b>	Develop and review Council's Code of Meeting Practice to ensure community participation in Council meetings is appropriate	Governance	
		Develop a Public Exhibition Policy to ensure consistency when documents are placed on public exhibition facilitating public submissions	Governance	
15.3.4	<b>Develop and deliver an engagement strategy or council to ensure we are engaging with the community and providing opportunities for participating in decision making where appropriate</b>	Develop a MidCoast Council Community Engagement Strategy	Communications & Engagement	
		Develop a process and resources to support engagement activities across council	Communications & Engagement	
		Build a database of community and stakeholder groups to support engagement	Communications & Engagement	
		Deliver community information sessions on a regular basis to keep the community apprised of corporate strategy, Council activity and focus areas	Corporate Strategy & Development	
15.3.5	<b>Undertake community satisfaction surveys on a regular basis to gauge community satisfaction on a broad level and to inform focus areas for improvement</b>	No activity proposed for 2018-2019	Corporate Strategy & Development	No activity proposed for 2018-2019







## 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	Responsibility	December 2018
16.1.1	<b>Provide adequate resources for elected members to perform their role</b>	Support the principles of Councils Councillor and Staff Interaction Policy by providing appropriate access to information for elected Councillors	Governance	
		Identify and resource requirements for Councillor Professional Development for 2018-2019	Governance	








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

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
16.2.1	<b>Work collaboratively with regional bodies</b>	Work with Hunter Joint Organisation across a range of initiatives	Governance	
		Work with Local Government NSW on key issues including policy	Governance	
		Work with and utilise the resources of Local Government Professionals Network	Governance	
		Work with Local Government Internal Auditors Network to continuously enhance the activities of the Audit, Risk and Improvement Committee and Councils internal audit programs for 2018-2019	Governance	
16.2.2	<b>Continue with membership of peak industry bodies and professional associations to benefit local government, services and our community</b>	Support activities at the board level of IPWEA & the NSW Water Directorate	Water Services	
		Actively provide input into initiatives of the Australian Water Association (AWA) and Water Services Association (WSAA)	Water Services	

**Strategy 16.3:** Provide opportunities for the development of our elected leaders and community leaders

Focus Ref	3 year focus	1 year actions	Responsibility	December 2018
16.3.1	Provide opportunities for elected leaders to participate in group and individual professional development programs	Ensure appropriate on boarding, training and professional development plans are in place for Councillors	Governance	✔



Additional comments relating to 'Delayed' and 'Revised' December 2018 Status				
Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
13.2.2	Undertake a customer relations user satisfaction survey, with average score 7 or higher	Customer Service		Customer experience survey drafted and distributed for review. Investigating options for delivery (online/kiosk/hard copy).
13.2.2	Undertake customer journey mapping to clearly identify the actual and desired experiences of customers when doing business with Council	Customer Service		Delayed due to finalisation of Customer Service Charter. To commence in 2019.
13.5.2	Develop a program and methodology for service reviews utilising an agreed strategic approach to ensure evidenced based decision making in the provision of efficient and effective services	Corporate Strategy and Development		Service review program has been put on hold pending MC1 integration.
13.5.2	Utilise the Australian Business Excellence Framework to guide organisational improvement focussed on the achievement of sustainable business performance and improved capability of the organisation	Corporate Strategy and Development		Resources in this area have been diverted to support other corporate priorities.
13.6.1	Implement integrated service request management system in Technology One – One Council (MC1)	Information and Communications Systems		Delay in Phase 1 of the MC1 project has impacted Phase 2 of the project. Scheduled for 2019-2020.
13.6.1	Implement online service portal to log and track service requests	Information and Communications Systems		Delay in Phase 1 of the MC1 project has impacted Phase 2 of the project. Scheduled for 2019-2020.
14.1.3	Support and enable people to accept and engage with change throughout the alignment and integration phase of becoming one council including equipping people leaders with tools and techniques to champion change and coach others	Corporate Strategy & Development		Change management framework developed to guide the organization throughout integration. Resourcing has been focused on MC1 with broader organization support delayed pending resourcing.

Focus Ref	1 year actions	Responsibility	December 2018 Status	Comment
14.1.3	Implement the Integrated Development Framework for levels 1-3 that supports an integrated approach to ongoing personal development that aligns with the LGNSW Capability Framework	Corporate Strategy & Development	⊗	Focus is now on capabilities in the LGNSW Capability Framework and link to the newly developed Performance Development System and Individual Work and Development Plans.
14.2.1	Continue to use the culture survey results and identified focus areas from the 2017 survey to guide effort and energy in the development of the desired organisational culture in and between teams	Corporate Strategy & Development	⊕	MANEX identified focus areas are being used to inform the Workforce Strategy and other actions however resources have not been available to work with individual teams on culture.
15.2.1	Review guidelines from the Department of Planning and Environment on the preparation of policies on Planning Agreements	Strategic Planning	⊗	Awaiting final guidelines from NSW Department of Planning and Environment.
15.2.1	Determine approach to preparation of a policy	Strategic Planning	⊗	Awaiting final guidelines from NSW Department of Planning and Environment.
15.2.4	Implement a website constant improvement process to ensure content on Council's website is relevant, up-to-date and easy to access	Communications & Engagement	⊕	Delayed due to other emerging priorities.
15.3.4	Develop a process and resources to support engagement activities across council	Communications & Engagement	⊕	Delayed due to lack of engagement resources.

# PERFORMANCE MEASURES

1	Community satisfaction with living in the MidCoast	Question was not included in the 2017 survey (Re-survey proposed for 2019)
2	Community satisfaction with Council being a well-run and managed Council	2017 index score = 54* (Re-survey proposed for 2019)
3	Community satisfaction with decisions being made in the interest of the community	2017 index score = 52* (Re-survey proposed for 2019)
4	Community satisfaction with Council's overall performance	2017 index score = 52* (Re-survey proposed for 2019)
5	Community satisfaction that Council provides value for money for rates	2017 index score = 47* (Re-survey proposed for 2019)
6	Community satisfaction with Council services	Question was not included in the 2017 survey (Re-survey proposed for 2019)
7	Community satisfaction with engagement by Council	2017 index score = 54* (Re-survey proposed for 2019)
8	Total funding provided to emergency services in a financial year	\$825,016 as at Dec 2018
9	Average water bill stays within the Long Term Financial Forecast	Average bill to be monitored over time

\* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

# PERFORMANCE MEASURES

10	Council's long term financial sustainability	Fit for the Future Benchmarks - 2017/2018 **		
		Measure:	Benchmark:	2017/2018 Result
		Operating Performance Ratio	≥ break-even (average over 3 years)	-0.35%
		Own Source Revenue Ratio	>60% (average over 3 years)	69.6%
		Building & Asset Renewal Ratio	>100% (average over 3 years)	59.61%
		Infrastructure Backlog Ratio	<2%	6.33%
		Asset Maintenance Ratio	>100% (average over 3 years)	72.77%
		Debt Service Ratio	>0% and ≤20% (average over 3 years)	Reported annually in the audited financial statements
		Real Operating Expenditure	Decrease in Real Operating Expenditure per capita over time	Reported annually in the audited financial statements

\*\* These results are taken from the 2017/2018 Audited Financial Statements for the General Fund only. Fit for the Future benchmarks do not apply to Water and Sewer operations.