



MIDCOAST
council



Six month review
July - December 2019

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



ACKNOWLEDGEMENT OF COUNTRY

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

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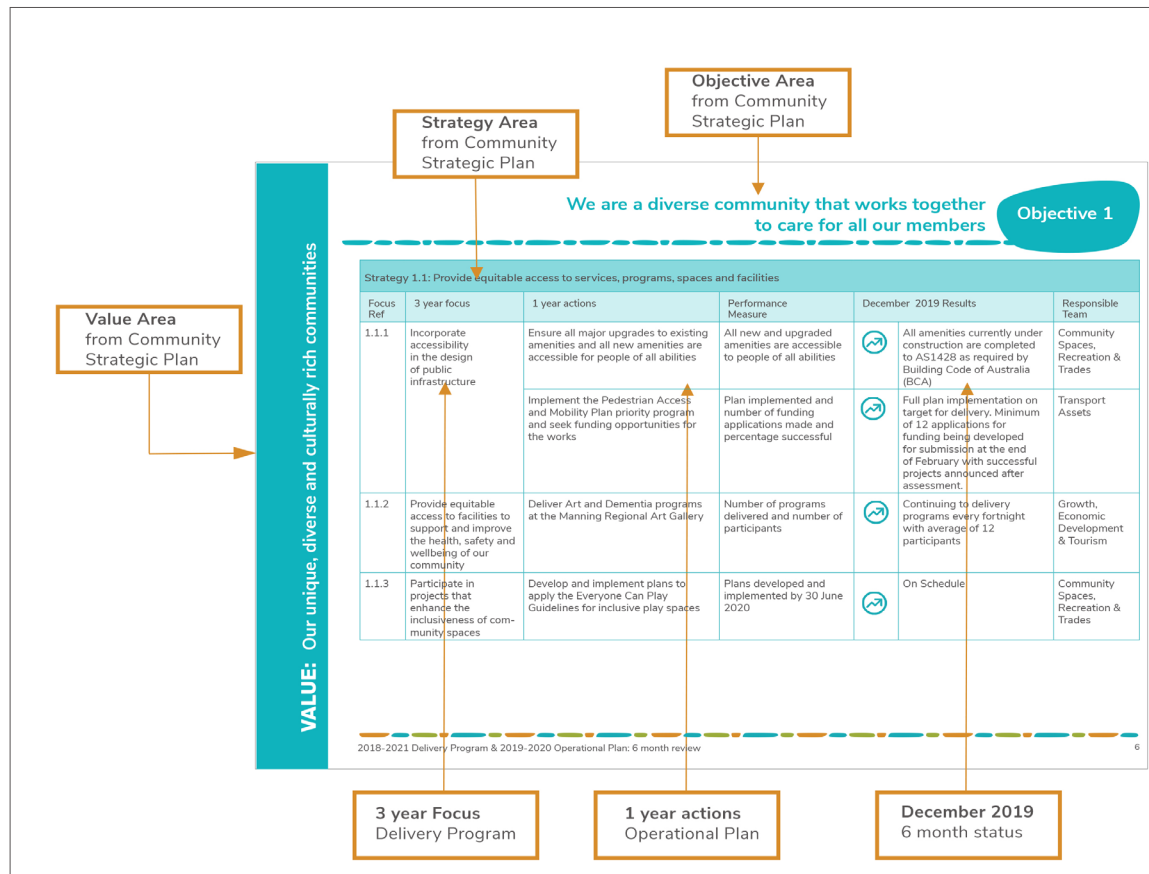
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HOW TO READ THIS DOCUMENT



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

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

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

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

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

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

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



Completed



On schedule



Delayed



Revised





WE VALUE...







our unique, diverse and
culturally rich communities









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

Objective 1

Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.1.1	Incorporate accessibility in the design of public infrastructure	Ensure all major upgrades to existing amenities and all new amenities are accessible for people of all abilities	All new and upgraded amenities are accessible to people of all abilities		All amenities currently under construction are completed to AS1428 as required by Building Code of Australia (BCA)	Community Spaces, Recreation & Trades
		Implement the Pedestrian Access and Mobility Plan priority program and seek funding opportunities for the works	Plan implemented and number of funding applications made and percentage successful		Full plan implementation on target for delivery. Minimum of 12 applications for funding being developed for submission at the end of February with successful projects announced after assessment.	Transport Assets
1.1.2	Provide equitable access to facilities to support and improve the health, safety and wellbeing of our community	Deliver Art and Dementia programs at the Manning Regional Art Gallery	Number of programs delivered and number of participants		Continuing to deliver programs every fortnight with average of 12 participants	Growth, Economic Development & Tourism
1.1.3	Participate in projects that enhance the inclusiveness of community spaces	Develop and implement plans to apply the Everyone Can Play Guidelines for inclusive play spaces	Plans developed and implemented by 30 June 2020		On Schedule	Community Spaces, Recreation & Trades





Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.1.4	Maintain recreation infrastructure to a minimum condition assessment	Complete maintenance works in accordance with the Condition Assessment Schedule	Maintenance works performed according to schedule with annual program completed by 30 June 2020		On Schedule	Community Spaces, Recreation & Trades
		Implement a funded annual capital renewal works program for the replacement of recreation infrastructure	Plans developed with requests for capital funding being included in draft budget by 30 April 2020		On Schedule	Community Spaces, Recreation & Trades
1.1.5	Implement the Disability Inclusion Action Plan	Undertake educational and promotional activities focused on inclusion and access to information and assistance	Number of activities undertaken and number of people exposed to the information		Education campaign including information on types of disability, prevalence and appropriate language occurred across the organisation through hard copy, intranet, posters, etc 4 Activities	Community Services
		Undertake educational and promotional activities with community partners to support access to meaningful employment for people with disability	Number of activities undertaken and number of people exposed to the information		Information regarding employment for people with disability shared with community partners and organisations as appropriate. 5 Activities	Community Services
		Develop a directory of community services and supports across the local government area	Directory developed by 30 June 2020		Directory currently being developed, community groups being advised to register and upload details. Official launch planned for Q3.	Community Services
		Undertake staff awareness building activities in relation to diversity, inclusion and the needs of people with a disability, including through the induction process	Number and type of activities undertaken and number of people included		Planned for 2020.	Human Resources




Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.1.5	Implement the Disability Inclusion Action Plan	Investigate opportunities for the employment of people with a disability	Opportunities identified and recommendations made to MANEX for inclusion in recruitment policy		Investigation underway.	Human Resources
1.1.6	Provide quality, personalised services and supports for people with disability to assist them to achieve their individual goals	Deliver quality services for people with disability including: <ul style="list-style-type: none"> social and community engagement activities co-ordination of support services; and financial intermediary services 	Number of participants accessing each of these services		MidCoast Assist participant numbers have grown significantly and constantly over the period across social and community engagement, coordination of supports and financial intermediary services. At 1 July 2019, participant numbers for MCA Disability services were 353 and this had risen to 398 by 31 December 2019	Community Services
1.1.7	Provide quality, client-centred services and supports for older people to assist them to remain living independently in the community	Deliver quality services for older people including: <ul style="list-style-type: none"> Commonwealth Home Support Program services, including social support and transport, and Customised Care Services, including Home Care Packages 	Number of clients accessing each of these services		MidCoast Assist client numbers have grown significantly and constantly over the period across Active & Older (CHSP funded) and Customised Care Packages services. At 1 July 2019, client numbers for MCA Ageing services were 340 and this had risen to 467 by 31 December 2019	Community Services
1.1.8	Ensure that sufficient land is zoned in appropriate locations to meet the needs of the population for recreation	Complete the Recreation Zone Review to provide a consistent framework for zoning existing and future recreation land and reserves	Recreation Zone Review completed by June 2020		Exhibition Feb-April 2020. Final report to Council before June 2020	Strategic Planning





Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.2.1	Acknowledge and recognise Aboriginal communities within our projects	Review and monitor YMCA programs to ensure they deliver services to support Aboriginal people	Activities delivered and attended in line with funding program level agreements		Continuing to liaise with YMCA to ensure adequate programs are delivered	Property & Commercial
1.2.2	Engage with Aboriginal people and the Aboriginal/ community services sector to develop community connections for Aboriginal people, build social capital and local networks and promote tolerance and understanding of diversity	Deliver Aboriginal community strengthening activities in line with funding body program level agreements and in consultation with key stakeholders	Number of activities delivered and number of participants		<p>Facilitation of re-establishment of Manning Working group, and work towards establishing similar in GL and Gloucester regions.</p> <p>Meetings with CEOs of Aboriginal Land Councils and key Council staff to discuss partnerships and action areas.</p> <p>Consultation with Aboriginal communities commenced for development of Welcome to and Acknowledgment of Country protocol, and Aboriginal Action Plan.</p> <p>NAIDOC week activities.</p> <p>A number of other meetings and activities to develop connections and improve networking.</p> <p>43 Activities</p>	Community Services



Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.2.3	Support programs and activities that acknowledge, celebrate and empower local Aboriginal communities and ensure opportunities for engagement through a coordinate approach	Provide the community with access to acknowledgements, welcomes and stories in the Gathang language	Gathang language resources provided		Operational challenges have prevented this progressing. This goal will be reviewed.	Libraries
		Work in partnership with other sections of council to deliver one program/event at the Gallery for NAIDOC Week	An exhibition delivered at the Gallery for NAIDOC week		Successful exhibitions held at Gallery (Sea of Bellies, Chatham High School NAIDOC exhibition and performance, Jason Wing What binds us...) and outreach program – photobooth at NAIDOC celebrations in Partnership with Community Strengthening Officer – Aboriginal.	Growth, Economic Development & Tourism



Strategy 1.3: Strengthen the capacity of our young people to participate and thrive in community life






Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.3.1	Promote programs to encourage the participation of young people to meet their leisure, learning and social interaction needs at Council facilities	Develop and deliver a program of events targeted at young people	Number of events held and number of participants		304 events held with 3,210 attendees	Libraries
1.3.2	Engage with young people and the youth/community services sector to develop community connections for young people, build social capital and local networks and promote tolerance and understanding of diversity	Implement Youth Strategic Plan in partnership with key stakeholders	Plan implemented in line with 2019/20 Youth Strategic Implementation Plan by 30 June 2020		Action plan for Manning Region finalised and strategic meetings convened for implementation. Action plans for Great Lakes and Gloucester Regions almost complete.	Community Services
1.3.3	Develop and implement a Council Employment-based Training Strategy that meets our business needs and aligns with our Workforce Strategy	Implement Council's Employment-Based Training Strategy	Strategy implemented with a goal to increase the proportion of trainees, apprentices, graduates and work experience employees in the MCC workforce from 1.5% to 3%		Council is recruiting 30 new apprentices, trainees and graduates to commence in early 2020. The first two stages of the recruitment and selection process are complete. We will achieve the 3% target.	Human Resources
1.3.4	Deliver children and youth activities to develop the Manning Regional Art Gallery as an education facility	Council's Community Strengthening team (Youth) to partner with Manning Regional Art Gallery to provide a Youth week activity in line with Family and Community Services objectives and funding guidelines	"Live n Loud" provided during Youth Week with number of participants		Live 'n Loud and Summerfest events planned and held.	Community Services

Strategy 1.3: Strengthen the capacity of our young people to participate and thrive in community life						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.3.5	Provide opportunities for young people to participate in volunteer programs	Increase the number of schools participating in graffiti removal programs	Number of schools participating and percentage increase		Volunteer graffiti buster liaises with schools across MCC area. Currently operating in conjunction with Forster High School, Tuncurry High School, Alesco adult education and Bulahdelah School.	Community Spaces, Recreation & Trades
1.3.6	Provide regional level recreational activities targeted at families	Finalise plans for a combined pool/wet play area as part of the Tuncurry Recreation Precinct	Plans completed and adopted by Council by 30 June 2020		There will be funding available for planning early this year.	Community Spaces, Recreation & Trades
		Complete Stage 1 of Mountain Park Upgrade (Regional level skate facility)	Stage 1 Completed by 30 June 2020		On-site public meeting held November 2019. Project on track	Community Spaces, Recreation & Trades



Strategy 1.4: Support a diverse housing mix that provides choice and meets the needs of our community						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.4.1	Investigate and provide opportunities for social housing	Review senior's units in Gloucester	Occupancy rate (as a percentage)		Continuing to ensure that occupation of senior's units is maximized. 16/18 units occupied. 2 being renovated at present.	Property & Commercial
1.4.2	Prepare a consolidated MidCoast Local Environmental Plan and Development Control Plan that provides opportunities for affordable and diverse housing options	Complete the Housing Strategy ensuring it considers housing diversity and provides a consistent framework for the application of residential zones and development controls in the MidCoast Local Environmental Plan and Development Control Plan	Housing strategy completed by June 2020		Exhibition Feb-April 2020. Final report to Council before June 2020	Strategic Planning
1.4.3	Ensure there is sufficient land identified for future rezoning to cater for residential growth in appropriate locations	Process Planning Proposal Applications supporting residential growth in appropriate locations	Number and category of Planning Proposals processed		Six residential planning proposals progressing. Three expected completion early 2020.	Strategic Planning
1.4.4	Prepare Local Planning Statements that reflect the aspirations of local communities relating to the provision of housing	Commence the preparation of Local Strategic Planning Statements in accordance with the NSW Department of Planning and Environment guidelines and templates	Preparation of Local Strategic Planning Statements commenced with a view to completion by June 2021		Requested extension of State Government for completion by June 2021	Strategic Planning





Strategy 1.5: Support the strengthening of social connectedness through programs and partnerships						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.5.1	Provide support to community groups to maximise sustainable usage of community halls	Facilitate appropriate hall occupation arrangements with long term hall user groups	Appropriate occupation arrangements will be made with long term hall user groups		Negotiations are occurring with long-term hall user groups to ensure that appropriate occupation arrangements are agreed and implemented	Property & Commercial
1.5.2	Engage with members of the community and the services sector to develop community connections, build social capital and local networks and promote tolerance and understanding of diversity	Develop an Ageing Strategy in consultation and partnership with key stakeholders	Ageing Strategy developed and adopted by Council by 30 June 2020		Consultation period completed and feedback currently being analysed in order to develop strategies	Community Services
1.5.3	Provide financial assistance to support not-for-profit and community based organisations to deliver projects of community benefit	Administer Council's Community Donations programs	Council's Community Donations program delivered in accordance with approved policy and budget		Recurrent Donations component delivered in July 2019. Annual Donations round scheduled for March 2020	Community Services
		Implement capacity-building activities associated with implementation of Council's Community Donations Policy	Community Donations transition arrangements delivered in line with 2019/20 transition plan by 30 June 2020		2 Grant Writing workshops and 2 Business Planning workshops conducted	Community Services

Strategy 1.6: Empower our towns and villages to retain and celebrate their unique identity, while working towards a shared community vision						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.6.1	Develop local community plans for MidCoast Towns and Villages	Implement local community plan program with aim of producing four plans per annum	Develop a schedule to ensure four local community plans are underway or delivered by June 2020		Two local community plans are underway, in Wingham and Gloucester. Hallidays Point will get underway in February-March, with a fourth plan to be started before the end of the financial year.	Communications and Engagement
		Finalise the Manning Health/Taree CBD Precinct Plan, providing a plan for how the precinct should evolve over the next 10-20 years	Complete the Manning Health/ Taree CBD Precinct Plan by June 2020		Exhibition Feb-April 2020. Final report to Council before June 2020	Strategic Planning


Strategy 1.7: Welcome people of all abilities and backgrounds						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
1.7.1	Advocate for inclusion	Build and capitalise on networks and partnerships at a local, state and federal level to contribute to the identification and resolution of barriers to inclusion	Number of meetings held with stakeholders at various levels		59 Interagency, strategic and network meetings conducted across the sector, connection meetings with potential partners and planning meetings for community events.	Community Services
1.7.2	Expand the visitor profile of the Manning Regional Art Gallery	Manning Regional Art Gallery to partner with Neighbourhood services and community groups to deliver public programs	Number of programs Number of participants Number of partnerships with community groups		39 programs/events, 2765 participants, 11 partnerships with community groups. Figures include outreach events and participation and do not include the Gallery driven public programs and events which are 66 Gallery programs 2143 participants	Growth, Economic Development & Tourism
1.7.3	Implement Council's EEO Management Plan	Review systems for collecting statistics on diversity and EEO	Source information on appropriate tools and make recommendations for implementation		Delayed. Contingent on system configuration which has been delayed.	Human Resources
		Review Council's induction processes, including for staff and contractors	Review completed and new procedures implemented with number of staff and number of contractors completing induction program		Review has commenced and is on schedule to be completed on time.	Human Resources
		Develop HR Business Partner capability and capacity to address harassment, bullying, victimisation and discrimination enquiries, grievances and/or complaint	Number of HR business partners developed to address various issues including: Conflict resolution Performance improvement process Grievance handling		On schedule. A program has been developed to build this capability and is being rolled out to the HR team in February 2020.	Human Resources







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




Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
2.1.1	Provide opportunities for community groups to utilise Council owned properties	Negotiate community rebate opportunities for community leases	Number negotiated for period		Continuing to liaise with community groups to ensure that appropriate rebate opportunities are offered for community leases	Property & Commercial
2.1.2	Deliver Tidy Towns sustainability activities	Support Tidy Towns sustainability activities	At least 6 Tidy Towns meetings and activities supported by Council		3 x Committee and Planning meetings held.	Community Services

Strategy 2.2: Support the preservation and uniqueness of our history and cultural heritage in our towns, villages and significant places						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
2.2.1	Implement the Heritage Conservation Management Plan	Continue to seek funding for heritage projects for the MCC area	Number of funding applications submitted; Percentage that were successful for (\$) total		<p>Three heritage grants were applied for and were successful being:</p> <p>Nabiac War Memorial (Stage 4) – \$7,590 grant for all works (complete)</p> <p>Taree War Memorial Clock (stair tiling) –\$8,700 grant for all works (underway)</p> <p>Wingham Vampire Jet (inspection, repairs and painting) – \$10,000 grant plus \$10,250 funded by Council (underway)</p> <p>Three grants were submitted and were successful receiving \$26,290 funding</p>	Community Spaces, Recreation & Trades
2.2.2	Ensure consultation on future capital projects that provide opportunities or impact upon individual qualities of towns / villages	Identify priority projects early to ensure appropriate level of consultation is undertaken during the design process with key stakeholders	Number consultation processes undertaken and percentage of projects		Four in-depth consultation sessions for priority projects have been held. This represents 12% of projects. Remaining 88% of projects delivered using standard consultation processes.	Transport Assets
2.2.3	Ensure our heritage is valued and conserved	Continue with the Heritage Adviser Program to provide specialist heritage advice to landowners and developers	Specialist advice provided as required		Heritage advice provided as required	Strategic Planning
		Continue with Local Area Heritage Program with funding from the Office of Environment and Heritage to assist with the restoration and maintenance of heritage items	Achieve restoration or maintenance of heritage items by allocation of grant funding to appropriate projects		Successful applicants notified. Four projects completed. Updates from applicants to be requested in January 2020 to ensure they are meeting deadlines	Strategic Planning

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
2.2.3	Ensure our heritage is valued and conserved	Commence the review of existing heritage provisions for inclusion in the MidCoast Local Environmental Plan and Development Control Plan	Work program for the review of heritage provisions developed by June 2020		Project underway for Heritage Conservation Areas and updating inventory on priority sites. Awaiting new Development Control Plan guidelines from State Government. This information will guide the work program	Strategic Planning
		Complete the Gloucester Heritage Study	Study completed by June 2020		Draft study completed	Strategic Planning

Strategy 2.3: Support and encourage our vibrant and creative arts sector						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
2.3.1	Plan for the future of the MidCoast Region to provide a vibrant, creative and sustainable art and culture sector	Continue the development of the MidCoast Cultural Plan 2036 incorporating visual and performing arts	Cultural Plan 2036 completed by December 2020		Reference Group established, Consultant engaged, plan in place for completion on target	Growth, Economic Development & Tourism
2.3.2	Provide opportunities for active and participatory arts and cultural experiences throughout the community	Create positive visitor experiences at the Manning Regional Art Gallery by delivering a program of local and touring exhibitions that attract growing audiences	Number of local and touring exhibitions curated at the MRAG and number of visitors attracted		11 exhibitions, 7691 visitors attracted	Growth, Economic Development & Tourism
		Prepare and deliver a range of performing and visual arts public events that engage a variety of target groups, in partnership with local schools, education facilities, and community groups	Number of events conducted and number of participants. Participant satisfaction levels if information available.		105 Public Programs and Events 4908 Participants	Growth, Economic Development & Tourism
2.3.3	Investigate and undertake capital works projects to improve our cultural buildings	Complete the Library minor works upgrade program	Library minor works program completed by 30 June 2020		Works completed	Community Spaces, Recreation & Trades
		Progress the design and construction of the new studio space at the Manning Entertainment Centre	Project due for completion in December 2020, progress update, percentage completed, on track		Architect appointed, preliminary designs developed.	Growth, Economic Development & Tourism
2.3.4	Ensure the Manning Regional Art Gallery is well maintained and meets industry standards	Seek funding to improve Manning Regional Art Gallery HVAC	Number of funding applications submitted; percentage successful for (\$) total		Grants relating to buildings and or infrastructure require funds to be matched from Council. No grants applied for to date.	Community Spaces, Recreation & Trades







Strategy 2.3: Support and encourage our vibrant and creative arts sector						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
2.3.5	Ensure the Manning Entertainment Centre is well maintained and sustainable opportunities are taken to cater for the future of performing arts in the MidCoast region	Incorporate new studio space into future marketing campaigns	Marketing strategy amended to reflect new studio space		Marketing plan in development	Growth, Economic Development & Tourism
2.3.6	Present a diverse range of entertainment at the Manning Entertainment Centre	Continue to develop and present a season of performing arts events and public programs	Number of events and programs presented with number of people attending		8 Public Programs - 564 Participants 18 Films - 1028 Attendees 45 Performances - 10941 Ticket sales 1 Major event - 6348 Participants	Growth, Economic Development & Tourism
2.3.7	Provide opportunities at local libraries to showcase local talent	As opportunities arise Libraries will showcase local talent by: <ul style="list-style-type: none"> • Hosting gallery exhibitions • Hosting creative arts displays • Supporting author talks and other forms of live entertainment 	Number of events facilitated and number of participants		Libraries held 24 local author events in total across the network, from 7 different authors, with multiple copies of the books purchased 12 art exhibitions were hosted	Libraries

WE VALUE...








a connected community









Strategy 3.1: Encourage and expand volunteering opportunities

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
3.1.1	Integrate and align Council's framework for attracting, engaging and retaining volunteers	Commence development of a framework for managing volunteers	Framework developed and implemented by 30 June 2020		Preliminary work has commenced on an integrated framework.	MANEX
3.1.2	Provide opportunities for volunteering in the delivery of Council's services and recognise the contribution made by volunteers	Encourage volunteer involvement at our libraries	Number of library volunteers		The Library has 212 volunteers	Libraries
		Hold at least one library volunteer recognition event annually	Event held by 30 June 2020 with number attending		Three Christmas parties held at Hallidays Point, Taree and Tea Gardens.	Libraries
		Facilitate Council volunteer recognition events	At least two events held in National Volunteers Week with at least 50% of Council volunteers attending		Planning in progress for recognition events during Volunteer Week (18-24 May), to encompass all areas of Council's volunteers	Community Services
3.1.3	Continue to support volunteer mowing and land care programs	Work with the community to have over 1050 engaged participants by the end of 2019/20 FY	Opportunities to volunteer widely promoted resulting in the attraction of number of new volunteers		Target reached. Currently 1212 active volunteers in Parks across MCC	Community Spaces, Recreation & Trades
3.1.4	Expand and support volunteer programs in areas where there is no current activity	Support volunteer programs at Gloucester	Opportunities to volunteer widely promoted resulting in the attraction of number of new volunteers		2 Volunteer groups in Gloucester Gloucester Mowing – 3 members Gloucester River Care – 13 members	Community Spaces, Recreation & Trades






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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
3.2.1	Enable Aboriginal partnership programs where possible in the management of the natural environment	Contract bush regeneration contractors who employ Aboriginal staff to undertake environmental programs	All contractors engaged have Aboriginal staff		Ongoing	Community Spaces, Recreation & Trades
3.2.2	Develop library facilities to meet the changing and ongoing needs of the community	Install a meeting room at Wingham Library for community use	Meeting room installed by 31 July 2019		Meeting room installed	Libraries
		Install a meeting room at Tea Gardens Library for community use	Meeting room installed by 30 June 2020		Meeting room installed	Libraries
		Finalise design plans for the new Forster Library	Plans finalised by 30 June 2020		Internal design plans developed. Currently working on power and data and furniture and fittings.	Libraries
		Annually assess library facilities to meet community needs and industry standards	Annual assessment carried out for consideration at the capital works 2020-21 budget meeting		Moving towards an ad hoc model with assessment components. This is a more efficient approach.	Libraries
3.2.3	Enhance access to the library collections	Integrate the Great Lakes and Manning Valley library management systems into one system	Integration of management systems completed by 30 June 2020		Library Management system (LMS) successfully integrated. The Library has received very positive feedback on this outcome.	Libraries
		Establish a single purchasing structure for library stock and maintain currency of content	Single purchasing structure established and implemented by 30 June 2020		Standing order system established. Refining aspects as the MC1 financial system implementation is bedded down	Libraries





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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
3.2.4	Conduct events and programs through the library that provide opportunities for social inclusion and demonstrate the library's role as a cultural centre for the community	Partner with community groups to deliver social and cultural programs, events and celebrations	Number of programs, events and celebrations staged		652 events & programs were held involving 6254 participants	Libraries
		Community groups are supported through provision of display space, access to facilities for relevant events and meetings and display of community information	Number of displays arranged by community groups Number of community groups worked with/ supported		29 Community Displays	Libraries
3.2.5	Provide support for local content in the library collections	Expand the online digitised local history collection	Percentage increase in online digital collection		Process being reviewed. Update to be provided in third quarter	Libraries
		Purchase local author publications and support local author book launches	Number of local author book launches arranged		Held 24 local author events in total across our network, from 7 different authors.	Libraries
3.2.6	Provide library services targeted at enhancing community access	Deliver an outreach and delivery program to seniors and those with restricted mobility	Number of clients serviced by this program		393 clients assisted Bulk deliveries to 19 Nursing Home facilities 6 home library promotion displays	Libraries
		Assist residents to improve literacy levels and their quality of life through the "Better Reading Better Community" initiative	Number of events provided and number of people participating		1 volunteer training session held 21 clients assisted 17 active tutors	Libraries



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
4.1.1	Deliver maintenance programs within allocated budgets	Deliver the annual resealing program within allocated budgets	Program completed by 30 June 2020 on budget		On schedule. Significant number of reseals have now been completed	Operations
		Deliver annual Rural road maintenance program within allocated budgets	Program completed by 30 June 2020 on budget		On schedule. Note - Maintenance grading activities in many locations throughout the LGA have been suspended due to excessively dry conditions and lack of water availability	Operations
		Deliver annual Urban road maintenance program within allocated budgets	Program completed by 30 June 2020 on budget		On schedule. Urban road maintenance being completed in line with available budgets.	Operations
		Deliver annual Regional road maintenance program within allocated budgets	Program completed by 30 June 2020 on budget		On schedule. Regional road maintenance being completed in line with available budgets.	Operations
4.1.2	Efficiently manage maintenance of the road network	Develop a Level of Service for major maintenance activities	Service levels defined and implemented by 30 June 2020		On schedule.	Operations



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
4.1.3	Implement a single Enterprise Resource Planning solution for MidCoast Council to enable Strategic Asset Management	Implement Technology One – One Council Solution – including Works Management, Service Requests; and Planning & Regulatory	All Technology One modules implemented and integrated by 30 June 2020		Consolidated Core Financials, Supply Chain, Payroll, Asset and Works Management systems are operational. Consolidation of Councils Land Information, Regulatory, Revenue, Document Management, Cash Receipting and Capital Project Delivery systems into the ERP platform continues across the balance of 2020/21.	Information and communications systems
4.1.4	Develop and refine asset management strategies, plan and policies	Collect and refine asset data to ensure asset management system is complete and current	Information is current and up to date		Ongoing asset inspection schedules and asset return forms provide current information	Transport Assets
		Review and refine Engineering Specification suite to ensure clarity for developers and contractors constructing public infrastructure	Engineering Specification suite to be updated and published on Council's website before 30 June 2020		Development Engineering Handbook describing the procedure for Developers to follow has been compiled and released. Review and update of Auspec has commenced and is progressing toward completion by 30 June 2020.	Projects & Engineering
4.1.5	Plan for future traffic needs as part of the capital works program	Monitor traffic accident data to identify trends and implement safety improvements accordingly	Data collected and "black spots" identified; Remediation recommended		Quarterly accident data is reviewed when released from the State Government. Remediation recommendations included into either the Operational Program or Capital Works Program	Transport Assets


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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
4.1.6	Implement Developed Contribution funded projects	Commence a comprehensive review and consolidation of all MidCoast Development Contribution Plans	Determine work program for review and consolidation of Developer Contribution Plans by June 2020		Establishment of the work program is underway	Strategic Planning
		Construct projects identified in the Developer Contributions Plans as funds become available	Number of projects completed spending (\$) from Developer Contribution funds		No projects completed due to insufficient funds to allow works to be undertaken.	Transport Assets

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
4.2.1	Develop and implement both a Pedestrian Access and Mobility Plan and a Bike Plan	Pursue funding opportunities based on the priority programs listed in both the Pedestrian Access and Mobility Plan and the Bike Plan	Applied for number of grants, percentage of submissions successful for a total (\$) value		Active Transport funding closes late February 2020. A minimum of 12 projects will be submitted. Percentage and total \$ value has not been announced.	Transport Assets
4.2.2	Efficiently manage maintenance of our walking and cycling network	Develop a Level of Service for major maintenance activities	Service levels developed and promoted to the community by 30 June 2020		On schedule.	Operations






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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
4.3.1	Pursue opportunities through the State Government for the provision of improved public transport	Brief State Government on our public transport needs and future opportunities	Applied for number of State Government transport grants for a total (\$) value		A total of 11 State Government grants have been submitted totaling \$28.9m.	Transport Assets



We utilise technologies to connect us locally and beyond

Objective 5



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
5.1.1	Implement system upgrades to improve connectivity and improved ways of working	Migrate users to Office 365 to enable enhanced collaboration with internal and external customers	Migration completed by 30 September 2019		40% of staff have been migrated. Remaining migration will be completed by June 2020. Delay is due to a more complicated migration process than first anticipated 2020.	Information and communications systems
5.1.2	Implement electronic parking infringement technology	Investigate the use of electronic parking sensors within the Taree CBD and provision of additional electronic parking sensors within the Forster CBD	Feasibility study completed with a recommendation to Council for a budget allocation by end of February 2020		Investigations have been deferred until finalisation of the Rangers structure review.	Waste, Health & Regulatory Services
5.1.3	Expand consumer experiences at Manning Regional Art Gallery through new technologies	Include exhibitions in the annual program which utilise and profile emerging and innovative technology	Number of exhibitions which incorporate emerging and innovative technology		Projections and wifi used in multiple exhibitions (Jason Wing 'What binds us...' and Kate Dorrough 'The Lyrical River')	Growth, Economic Development & Tourism
5.1.4	Provide online access through library services utilising current and emerging technologies	Provide free internet access, including wifi across all staffed library service points	Wifi provided with number of users		12,638 logins using Internet, and 5,677 devices were used on the network	Libraries
		Establish a sustainable Library IT resourcing framework to meet community needs	Prepare a long term Library IT resourcing strategy for endorsement by Council and request an ongoing budget allocation to fund		Objective impacted by integration and resourcing. Data collection has commenced to develop the framework, which will be finalised in 20/21 for implementation in 21/22.	Libraries/ Information and communications systems

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
5.1.5	Develop online collections and services at local libraries	Increase eAudio and eBook collections	eAudio and eBook collections increased by (%)		eAudio collection now holds 1,445 titles and has grown 8% in the first two quarters of 2019/20 eBook collection now holds 4,316 titles and has grown 7% in the first two quarters of 2019/20	Libraries
		Develop library's website and social media presence	Library's website and social media presence established and maintained with an average of number of hits per month		Facebook followers are now at 1584. This is a 7.8% increase on Jan-Jun Instagram now has 525 followers	Libraries

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
5.2.1	Support Telco Authority – Government Radio Network (GRN)	Complete Proof of Concept on GRN for Telemetry	Proof of Concept completed by 30 June 2020		On track to be completed by June 2020.	Information and communications systems
5.2.2	Support communications providers to maximise communication opportunities on Council assets	Negotiate leases and licences on Council land for telco equipment	Number of leases and or licences providing (\$) income for council per annum		Ongoing discussions with telecommunication providers to ensure that leases and licences for teleco purposes are offered to meet needs of providers whilst balancing Council's requirements	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	Performance Measure	December 2019 Results		Responsible Team
6.1.1	Collaborate with local health services and police on community health and safety issues and opportunities	Participate in Local Health Committees across the local government area	At least 75% of scheduled meetings attended in all three localities		5 Meetings attended across the region	Community Services
		Participate in Community Safety Precinct Committee meetings across the local government area	At least 75% of meetings attended		2 Quarterly meetings hosted and attended	Community Services
6.1.2	Develop and implement an integrated compliance strategy, policy and related procedures	Develop a compliance strategy and policy in conjunction with stakeholders and implement procedures to support the compliance strategy and policy	Complete and implement strategy and associated procedures by 30 June 2020		Draft Compliance Plan has been prepared.	Waste, Health & Regulatory Services
6.1.3	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Convene and chair the Local Emergency Management Committee	Number of meetings convened and number attended/chaired		July meeting held and chaired. Nov meeting cancelled due to Bushfires.	Engineering & Infrastructure
		Implement the annual assets improvement programs for emergency management facilities	Annual asset improvement program implemented		Is part of the 10 year Capital Works program	Engineering & Infrastructure

Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
6.1.4	Promote the improvement of food handling standards at food premises	Inspect and rate local food premises according to a risk profile	Number of premises inspected and results in terms of percentages		381 inspections: 5 Star = 304 4 Star = 62 3 Star = 9 No grade = 6	Waste, Health & Regulatory Services
		Continual development and promotion of communication strategies to assist in the improvement of food handling standards	Number of food handling seminars/ training sessions conducted and number of participants		Taree food school cancelled due to bushfire event in November. TAFE Food school held in October for 15 international students. Food safety seminars generally held bi-annually with additional provided upon demand.	Waste, Health & Regulatory Services
6.1.5	Undertake dog owner regulation compliance	Undertake a service review of Council's companion animals pounds facilities and management	Plan of management developed and adopted by Council by 30 June 2021 (2-year project)		Initial review of pound facilities has been completed	Waste, Health & Regulatory Services

Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
6.1.6	Maintain safe work sites to minimise risk to the community	Ensure contractors being engaged by MCC have current and relevant insurance cover (recorded in CIMS) and Safe Work Method Statements	Percentage of contractors with both insurance details registered on CIMS and SWMS on record		CIMS has ceased to be offered. Project Managers are requesting Insurance details and SWIMS with tenders and reviewing them as part of the tender evaluation. These details are confirmed prior to contract award and details filed on the project sharepoint folder. MC1 Contracts module will offer a better solution but will not be available until next FY. Consolidated file and sharepoint folder to be set up with these details monitored by an administrator.	Projects & Engineering
6.1.7	Provide safe public areas	Vandalism and graffiti is recorded and removed	All reported vandalism and graffiti is repaired/ removed according to specified time frames – Percentage completed within timeframe		MCC Staff attends to graffiti removal when reported. CI volunteer 'Graffiti Buster' monitors graffiti on a daily basis	Community Spaces, Recreation & Trades
6.1.8	Ensure our roads are safe	Undertake regular planned inspections of road assets in accordance with the adopted standards	Inspections completed as per schedule		On schedule	Engineering & Infrastructure
6.1.9	Provide safe public swimming pools	Complete water testing in accordance with recognised standards and regulations	Pools tested (frequency) with percentage of compliance		Pool testing is undertaken in accordance with industry standards On site testing every 4 hours (three times daily) Biological testing done monthly at Bootawa lab.	Community Spaces, Recreation & Trades

Strategy 6.1: Work together to promote and enhance community safety						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
6.1.10	Ensure building certification services are customer focused	Maintain continuing professional development of building certifiers	Professional development undertaken by number of building certifiers		Continuing Professional Development being maintained in accordance with the requirements of the Building Professionals Board	Building services
		Attend, present to and obtain feedback from building industry groups	Number of presentations given at building industry meetings		Presentations were given to the Master Builders Association meetings at Gloucester and Old Bar	Building services
6.1.11	Raise community awareness of swimming pool safety	Maintain a database of swimming pools at commercial/tourist sites-visitor accommodation to provide for a three yearly re-inspection regime	Database maintained with percentage of inspections and percentage of compliance		100% of tourist and visitor pools due for inspection completed, total 25, 12% (3), achieved compliance on first inspection.	Building services
6.1.12	Develop an integrated essential fire safety measures database	Align processes and consolidate database information for MC1 migration	Database consolidated and processes developed by Manager Building Services by 30 June 2020		Dedicated resource has been assigned to facilitate this project	Building services
6.1.13	Establish a building fire safety upgrade program	Consolidate existing databases of buildings undergoing fire safety upgrades	Database updated and completed by 30 June 2020		Database established ready for input into MC1 when available	Building services
		Develop a framework and process for conducting new upgrades and monitoring the progress of existing building upgrading projects	Framework developed and processes implemented with number of building upgrade projects identified		Templates developed to ensure uniform process is followed from inspection to issue of fire safety order	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	Performance Measure	December 2019 Results		Responsible Team
6.2.1	Implement secure and resilient Water and Sewer communication network with 99.999% uptime	Upgrade remaining sites in accordance with risk and budget	All critical sites for Manning, Great Lakes and Myall updated by 30 June 2020		On schedule for completion by June 2020.	Information and communications systems
6.2.2	Work with stakeholders to support and sustain connection of water and sewer services	Negotiate and secure easements and other instruments to support tenure	All legal requirements to support tenure are in place		Water Services continues to negotiate easements and other instruments ensuring all legal requirements are in place.	Water Services
6.2.3	Develop and maintain stormwater management systems in accordance with asset management plans	Undertake capital improvements to the storm water drainage system in accordance with work programs	Percentage of scheduled works completed on time and on budget		39% of works completed on time and budget	Transport Assets
		Finalise the Storm Water Management Plan for Bulahdelah and Coomba Park	The Storm Water Management Plan for Bulahdelah and Coomba Park completed by 1 December 2019		Final draft of documents being reviewed	Transport Assets




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

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



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results	Responsible Team
6.2.4	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	<p>Deliver capital projects to improve the environment and health performance of water services systems, including:</p> <p>Construction of Pacific Palms STP Stage</p> <p>1 – Wet weather storage</p> <p>Chemical dosing system upgrades for water supply and sewerage</p> <p>Construction Hallidays Point Sewerage Pump Station HP13</p>	Monthly Water Services Infrastructure Project status reports will indicate performance to budget and schedule including key gateway milestones	<p> 1. Ponds 1 and 2 concrete blinding layer approximately 95% complete</p> <p>2. 300mm DICL pipework 95% complete.</p> <p>3. 100mm and 150mm DICL pipework approximately 80% complete</p> <p>4. Pumpout pit and associated pipework 80% complete</p> <p>5. Commence rear guard water stop installation</p> <p>6. Commence 150 mm thick reinforced concrete base slabs</p> <p>7. Commence 150mm PVC-O water main approximately 80%complete</p> <p> Water supply chemical systems upgrade on schedule</p> <p> Sewerage Treatment Plant chemical systems upgrade is currently on hold</p> <p> Project on Hold as per Minutes of June 2017 Council Meeting. Item 153/17.1</p>	Water Services, Water Management & Treatment



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
6.2.5	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Design the replacement Gloucester Sewerage Treatment Plant	Monthly Water Services Infrastructure Project status reports will indicate performance to budget and schedule including key gateway milestones		Options short listed memo, site specific effluent guideline values and desktop environmental assessment have been completed and are being incorporated into the options assessment report. Project status report complies with requirement to indicate performance to budget and schedule including key gateway milestones.	Water Services, Planning & Assets
		Design the Gloucester Water supply reservoir replacement project	Monthly Water Services Infrastructure Project status reports will indicate performance to budget and schedule including key gateway milestones		Gloucester Water Supply Reservoir replacement project is in the concept phase with the proposal to construct reservoirs at the Cemetery Road site. Review of Environmental Factors and an Ecological Assessment, the next requirement. Project status report complies with requirement to indicate performance to budget and schedule including key gateway milestones.	Water Services, Planning & Assets
		Deliver the annual infrastructure asset renewal programs in accordance with the adopted Asset Class Management Plans	Monthly Water Services Infrastructure Project status reports will indicate performance to budget and schedule including key gateway milestones		All planned asset renewals programs are on schedule - except Sewerage Treatment Chemical Systems Renewals which is on hold due to urgent drought response priorities and likely to resume prior end of FY	Water Services, Planning & Assets

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
6.3.1	Educate community, businesses and organisations on public health standards	Community public health education to be provided through the provision of routine inspections and by responding to community complaints	Percentage of complaints responded to in line with published service standards; Number of routine inspections conducted with results		Information difficult to obtain due to different IT systems and methods of receiving complaints. Not necessarily all complaints - 80 Environmental Health complaints in Pathway, TRIM and ECM.	Waste, Health & Regulatory Services
		Council to conduct routine inspections of retail food businesses, hair dressers, skin penetration premises and cooling towers to ensure public health outcomes are achieved	Number of routine inspections conducted with results		Routine inspections continue to be undertaken to ensure public health outcomes are achieved on schedule and within budget	Waste, Health & Regulatory Services

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
6.4.1	Develop a strategic plan for the provision of appropriate recreational facilities	Implement a strategic plan for the provision of appropriate recreational facilities across the MidCoast LGA	Strategic plan developed and adopted by Council by 30 June 2020		Deadline may need to be extended.	Community Spaces, Recreation & Trades
		Review the distribution of current recreational facilities and undertake a needs analysis for new and updated facilities	Needs analysis completed and budget bid prepared to fund identified requirements by 31 January 2020		All existing recreation facilities documented. Needs analysis still to be completed. Performance measure of 31 January 2020 won't be achieved	Community Spaces, Recreation & Trades

WE VALUE...







our environment












We protect, maintain and restore our natural environment




Objective 7

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
7.1.1	Develop and implement natural area management plans for community land	Collect baseline biodiversity data, map vegetation, and weed distribution and density for high priority community land	Biodiversity data collected, vegetation mapped and weed distribution patterns established by 30 June 2020		Collection of natural asset data progressing including vegetation mapping and wildlife surveys. Audit of natural area reserves will commence in early 2020 to prioritise areas for management	Natural Systems
7.1.2	Develop and implement a Biodiversity Framework for the MidCoast LGA	Develop a Biodiversity Framework that aligns with broader Council vision, policy and objectives	Biodiversity Framework developed to align with Council Vision, policy and objectives by 30 June 2020		Draft framework prepared & under review.	Natural Systems
		Progress local area biodiversity management plans for Tinonee, Brimbin, and Khappinghat to Darawank	Management plans developed by 30 June 2021		Some delays with strategy development due to bushfires impacting on assessment process. Draft completed for Brimbin for internal review	Natural Systems
7.1.3	Design and implement stormwater quality measures for capital projects as appropriate	Design and construct water quality measures into capital projects, with a focus on projects with high pollutant potential	Percentage of capital projects which include water quality measures		100% of capital projects include water quality measures	Transport Assets

Strategy 7.1: Value, protect, monitor and manage the health and diversity of our natural assets, wildlife and ecosystems						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
7.1.4	Ensure that our areas and features of high natural environmental value are properly recognised and protected in land use planning	Complete the Rural Strategy - to provide a consistent framework for the zoning and identification of areas and features of high environmental value	Rural Strategy completed by December 2020		Drafting of the Rural Strategy is underway. Anticipate exhibition in mid 2020 and reported to Council by end 2020	Strategic Planning
Strategy 7.2: Ensure climate change risks and impacts are understood and managed						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
7.2.1	Ensure climate change impacts are incorporated in Coastal Management Plan and Floodplain studies and plans	Ensure Sea Level Rise predictions are considered in the Flood Risk Management Studies and Plans for the Manning River, Karuah River, Gloucester and Port Stephens	Sea level rise predictions incorporated into the Flood Risk Management Plans and contingency plans included		Sea level rise predictions have been Incorporated into the brief of works and have been incorporated into the modeling for the Floodplain Risk Management Study and Plans.	Transport Assets
7.2.2	Develop and implement a strategic response to climate change risk along the MidCoast LGA coastline	Complete preparation of a Coastal Management Program for the Old Bar Manning Point coastal compartment	Draft CMP prepared by 30 June 2020		Various supporting technical studies completed or nearing completion including, ground penetrating radar and geotech assessment, scoping study, sand scraping trial, racecourse creek catchment and flood study and hazard assessment	Natural Systems
7.2.3	Develop appropriate responses to climate change in land use planning	Complete the Rural Strategy – including identification of climate change related threats and opportunities to waterways, rural and natural environments of the MidCoast	Rural Strategy completed by December 2020		Drafting of the Rural Strategy is underway. Anticipate exhibition in mid 2020 and reported to Council by end 2020	Strategic Planning



Strategy 7.3: Protect, maintain and restore water quality with our estuaries, wetlands and waterways						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
7.3.1	Invest in science that informs management of catchment, estuaries and wetlands	Prepare and communicate results of the annual Waterway Health Report Card	Release of results at a community event		Report card completed and released at community event	Natural Systems
7.3.2	Develop a Manning River Coastal (catchment and estuary) Management Plan (CMP)	Undertake community engagement to inform the Manning Estuary CMP	Community engagement strategy implemented		Community engagement plan being implemented. Stage 2 of CMP development completed, Community reference group established	Natural Systems
7.3.3	Undertake acid sulfate soil remediation and wetland management	Undertake priority implementation projects within the Lower manning River Drainage Remediation Action Plan	(\$) invested and number of actions commenced		NSW Fish Habitat funding and coast and estuaries funding received for the Acid Sulphate Soil (ASS) Remediation. ASS Investigation completed for the Pampoolah Floodplain with funding assistance from Hunter LLS 3 Actions.	Natural Systems
7.3.4	Develop and maintain a strategic approach to stormwater quality management	Prioritise areas for stormwater plan development and review, commence review of priority plans	Review of priority plans completed		Deferred pending filling staff vacancy. Expected to commence and be completed in 2020/2021	Natural Systems
7.3.5	Ensure that Council's land use planning controls include appropriate provisions to manage the quality of stormwater runoff from new development	Ensure appropriate water quality objectives and principles of water-sensitive design are considered in rezonings	All Planning Proposal lodged with Council give proper consideration to achieving water quality objectives		Considered in all relevant planning proposals	Strategic Planning

Strategy 7.3: Protect, maintain and restore water quality with our estuaries, wetlands and waterways						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
7.3.6	Protect water catchments to sustain high quality and dependable water supplies across the region	Complete the Rural Strategy - including identification of threats and opportunities to waterways, water catchments and water supplies of the MidCoast	Rural Strategy completed by December 2020		Drafting of the Rural Strategy is underway. Anticipate exhibition in mid 2020 and reported to Council by end 2020	Strategic Planning
7.3.7	Improve levels of water recycling/ reuse and the quality of effluent discharged into the environment	Maintain effluent discharge monitoring to meet or exceed licence conditions	Annual EPA licence return reports to be provided for each licence. Risks/incidents to be presented to Council in the Water Services Executive Monthly report		Annual licence return reported to EPA as required; monthly risk/incidents report to Council as required.	Water Services, Water Management & Treatment
		Pursue opportunities to increase the level of reuse where there is a beneficial business case	Recycled water volumes will be reported in Water Services Executive Monthly report Business cases will be prepared for consideration when opportunities arise		Monthly recycled water volume report to Council as required.	Water Services, Water Management & Treatment






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




Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
7.4.1	Engage with the community to develop understanding of estuary, water quality, weed biosecurity and biodiversity	Deliver Backyard Bushcare program with focus on completion of Pacific Palms area and commence program at Green Point and Cape Hawke Forster	Programs completed by 30 June 2021		Property inspection program completed for Pacific Palms and Green Point. Community workshops held.	Natural Systems
		Develop a bushcare program to guide on-ground volunteer involvement in the management of bushland reserves	Program developed by 30 June 2021		Not commenced. Priority is to complete natural assets plan	Natural Systems

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
7.5.1	Ongoing implementation of Natural Resource Management plans and strategies	Undertake implementation projects including riverbank management, catchment management and biodiversity conservation in priority areas	(\$ invested; Number of actions commenced		Riverbank restoration project nearing completion at Dumaresq Island with funding assistance through the NSW Fish Habitat Action grants(\$40k). Funding received for riverbank restoration project at North Moto through the NSW MEMS Program(\$50k)	Natural Systems
7.5.2	Ongoing implementation of the NSW Weeds Action Program	Undertake high priority aquatic and terrestrial weed management, inspection, engagement and enforcement	Number of inspections completed		Key priorities being delivered. 613 Inspections	Natural Systems

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





Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
8.1.1	Reduce the amount of waste that goes to landfill per capita	Undertake community and schools education programs on avoiding and reusing waste	Number of education programs conducted; number of participants		Midcoast Council Waste Education Strategy drafted. Project "Loggerhead"- 30 workshop participants, 5 high schools, 25 students, 5 teachers.	Waste, Health & Regulatory Services
		Build transfer station at Stroud Landfill to maximise diversion of waste to landfill - EPA grant funding dependent	Application made for grant funding of (\$) which was Successful/ Unsuccessful; Transfer station construction completed		Successful EPA grant funding from the environmental trust - \$168,457. Design documents drafted. A landfill closure plan is also being drafted as per the grant conditions for EPA approval.	Waste, Health & Regulatory Services
		Investigate FOGO (Food Organics & Garden Organics) introduction into the Green collection bins for 2021 waste collection contract	Preparation made to put in place a waste collection contract		FOGO is included in the draft technical specification for the waste collection contract.	Waste, Health & Regulatory Services
8.1.2	Maintain the level of beneficial reuse of biosolids from wastewater treatment	Monitor the suitability/feasibility of biosolids for disposal by land application	Level of beneficial reuse of biosolids to be presented to Council in annual performance data		Biosolids beneficial reuse contract renewed and commenced on 1st July. 100% of biosolids beneficial reuse for all the treatment plants as required.	Water Services, Water Management & Treatment
8.1.3	Enhance re-use of roads material	Develop a stockpile management guideline for the storage and future re-use of road maintenance generated materials	Stockpile management procedure completed and included in suite of road maintenance procedures by 30 June 2020		On schedule	Operations

Strategy 8.2: Proactively manage our resource consumption						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
8.2.1	Develop and implement a Sustainability Action Plan for Council assets and operations that focuses on minimising consumption	Evaluate Council's Planet Footprint data and identify opportunities to reduce our energy and water consumption	Planet Footprint provides this data. Prepare proposals to reduce our energy and water consumption for adoption by MANEX/ Council		A report to Council on 23 October 2019 provided an update on progress in the development of a MCC Climate Change Policy. The Policy Framework has a dual approach including mitigation and adaptation. Mitigation includes managing and reducing greenhouse gas emissions from Councils operations/activities	MANEX
		Identify baseline carbon emissions, identify carbon emission reduction targets and commence development of a plan to reduce emissions	Planet Footprint provides this data. Prepare proposals to reduce our carbon emissions for adoption by MANEX/ Council			MANEX
8.2.2	Optimise the efficiency of our water and wastewater infrastructure	Investigate the feasibility of using storage and control to attenuate peak flows in the sewerage systems and reduce peak energy consumption	To be reported as part of the monthly Water Services Infrastructure Project Status report in the Sewerage Pump Station renewals program		This component is not currently part of the Sewerage Pump Station renewals program.	Water Services, Planning & Assets
		Monitor, report on and action opportunities to increase energy efficiency across the water and sewerage networks, including implementing alternative energy sources where feasible	To be reported as part of the monthly Water Services Infrastructure Project Status report in the relevant water/ sewer asset renewals programs		Reported as required.	Water Services, Water Management & Treatment


We balance the needs of our natural and built environments

Objective 9



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
9.1.1	Design new Council developments to complement the surrounding environment	Design the Civic Precinct and Main Beach projects in Forster to be sympathetic with the surrounds	Number of stakeholder engagement sessions undertaken		Continuing to liaise with relevant stakeholder groups to ensure that Civic Precinct design is sympathetic with the surrounds	Property & Commercial
9.1.2	Reduce pollutant, sediment and nutrient loads from new development	Refurbish Townsend Street Wetland and selected Palms Estate Bioretention systems	Bioretention systems refurbished by 30 June 2021		Townsend Street wetland refurbishment to commence March 2020	Natural Systems
9.1.3	Implement a dredging program to maintain safe and sustainable recreation use of waterways	Implement a navigation dredging strategy including monitoring and/or maintenance works for priority sites in the Manning, Myall and Wallis estuaries	This is an ongoing program; Percentage completed		Harrington dredging completed. Delays in obtaining permits for Farquhar project due to additional requirements. 50% completed	Natural Systems
9.1.4	Prepare a MidCoast Local Environmental Plan and Development Control Plan that includes provisions to manage and protect our natural and heritage values	Complete the Rural Strategy to provide a consistent framework for the management and protection of heritage values outside of our urban areas	Rural Strategy completed by December 2020		Drafting of the Rural Strategy is underway. Anticipate exhibition in mid 2020 and reported to Council by end 2020	Strategic Planning





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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
9.1.5	Ensure that investigations for new growth areas identify natural assets and heritage sites and that development is excluded or impacts managed in these areas	Complete the Housing Strategy and Rural Strategy to provide a framework for the investigation of identified and future growth areas, that recognise and exclude or manage impacts on natural assets, heritage areas and sites	Housing and Rural Strategies completed by December 2020		Housing Strategy on exhibition Feb-April 2020. Final report to Council before June 2020 Drafting of the Rural Strategy is underway. Anticipate exhibition in mid 2020 and reported to Council by end 2020	Strategic Planning



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
9.2.1	Undertake strategic management of Council's land portfolio	Actively promote and market Council owned lots within land developments to facilitate land sales	Percentage increase in sales of council owned land		On-track – investigating sales opportunities. A marketing agent has been appointed.	Property & Commercial
		Review, revise and prepare plans of management for all Council managed showgrounds	Plans of management prepared and implemented by 30 June 2020		On track to be finalised by June 2020	Community Spaces, Recreation & Trades
9.2.2	Manage and maintain Council's building assets on a sustainable basis	Develop annual works program for maintenance, upgrade and improvement of public buildings that reflect the needs of the users and asset management plan	Works program prepared with recommendations for funding for maintenance and upgrade to be considered for the 2020/21 budget		On schedule	Community Spaces, Recreation & Trades



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
9.2.3	Develop consistent land use planning controls for the MidCoast LGA that reflect the aspirations of the community, recognise the differences in our settlements and which strike a balance between protecting our environment while catering for social, development and employment needs	Review of various zones completed to inform the development MidCoast LEP and DCP's	Zone reviews completed by June 2020		Exhibition Feb-April 2020. Final reports to Council before June 2020	Strategic Planning
		Undertake site specific re-zonings that demonstrate strategic merit to facilitate economic development opportunities and to meet the growth needs of the population	Planning proposals lodged with Council are reviewed to determine strategic merit		All potential planning proposals have been considered for strategic merit prior to acceptance of the application	Strategic Planning
9.2.4	Monitor the supply of and demand for residential land to enable Council to program new land releases	Complete a Residential Urban Land Monitor	Monitor completed by June 2020		Exhibition Feb-April 2020. Final report to Council before June 2020	Strategic Planning
9.2.5	Undertake activities that ensure processing of development applications is efficient and effective	Implement a revised internal referral process for more efficient development assessment	Efficiencies achieved in the development assessment process with average time taken improving		Revised process developed and implemented	Development Assessment

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
9.3.1	Implement planning controls and incentives to ensure development incorporates sustainable development principles and high standards of built form that reflect the character and role of each of our settlements	Commence preparation of development design guidelines for the Manning Health/Taree CBD Precinct Plan to encourage a high standard of built form for new development	Manning Health and CBD Precinct Plan completed by June 2020		Exhibition Feb-April 2020. Final report to Council before June 2020	Strategic Planning
		Ensure that appropriate built form controls are included in the new MidCoast Development Control Plan	Program for preparation of MidCoast Development Control Plan established by June 2020		Awaiting new Development Control Plan guidelines from State Government. This will guide the work program	Strategic Planning

Strategy 9.4: Encourage well designed streetscapes in urban centres

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
9.4.1	Develop streetscape plans for all urban centres	Finalise urban street tree planting schedule for MCC area	Urban street tree planting schedule completed and implemented by 30 June 2020		On Schedule	Community Spaces, Recreation & Trades
9.4.2	Incorporate streetscape considerations in road designs	Ensure that opportunities for improvement to streetscapes are considered in any designs for road upgrades	Other than general tidy up, how many road projects have involved unique streetscape improvements		Unique streetscape enhancements have been included in following projects: Queen Street, Farquhar Street, Isabella Street, Blackhead Rd.	Projects & Engineering

WE VALUE...




our thriving and growing economy







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

Objective 10






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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
10.1.1	Develop opportunities to revitalise existing or create new visitor experiences and products in line with the Destination Management Plan	Develop and implement a program to build the capacity of the local tourism and hospitality industry in developing product/experiences to meet the needs of target markets	Capacity building program implemented and number of local operators participating		Product & Experience Audit commenced to identify participants for developmental workshops. Development of Workshop Program commenced. Development of new Product/Experience Electronic Direct Mail (EDM) for Industry commenced. Assistance provided to individual businesses on development of new product.	Growth, Economic Development & Tourism
10.1.2	Develop and market the MidCoast destination to attract identified target visitor markets	Develop and implement the Barrington Coast Marketing Plan (2019-20)	2019-20 Marketing Plan completed; Core Marketing Performance Measures established and implemented		Marketing Content Plan completed. Development of new Destination New website commenced. Influencer Marketing Campaign developed & completed. Core Marketing KPI's established & implemented.	Growth, Economic Development & Tourism
		Engage with Tourism Australia, Destination NSW and Destination North Coast on the Barrington Coast Marketing Plan to ensure that key partner considerations and opportunities are identified	Key Stakeholder Communication Plan implemented; Number of engagement and collaborative opportunities undertaken		Stakeholder Communication Plan commenced. Monthly communication with TA, DNSW DNC & NPWS. Agreement negotiated with DNSW to develop new Barrington Coast dedicated webpages on visitnsw.com.au	Growth, Economic Development & Tourism

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
10.1.2	Develop and market the MidCoast destination to attract identified target visitor markets	Establishment of brand tracking performance measures	Brand performance tracking measurements established		Tourism Sentiment Index established to independently track brand performance.	Growth, Economic Development & Tourism
		Develop & implement a reliable dashboard to measure and report on Key Performance Indicators linked to Destination Management objectives	Dashboard and performance reporting schedule implemented		Core Marketing KPI's identified. Destination Services KOI's will be determined as part of the Visitor Services Strategy – May 2020. Development of a consolidated reporting schedule commenced.	Growth, Economic Development & Tourism
10.1.3	Develop and deliver a first class customer experience for visitors and residents across all channels and visitor touch points	Commence implementation of recommendations outlined in the Barrington Coast Visitor Services Strategy Action Plan	Number of recommendations implemented		Visitor Services Strategy due for completion May 2020. Implementation will commence this financial year	Growth, Economic Development & Tourism
		Conduct training/information sessions for destination management staff on the brand, marketing plan and visitor services strategy	Number of training sessions conducted with number of attendees		Agenda item added to DM Team meetings. – Marketing & Visitor Services training/information exchange.	Growth, Economic Development & Tourism


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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
10.2.1	Strengthen the region as a location of choice for business to invest	Finalise the Manning Health/ Taree CBD Precinct Plan, providing opportunities for additional investment in medical and business sectors in the MidCoast area	Manning Health and CBD Precinct Plan completed by June 2020		Exhibition Feb-April 2020. Final reports to Council before June 2020	Strategic Planning
		Continue to seek opportunities for funding of the Northern Gateway Transport Hub consistent with priorities established the Regional Economic Development Strategy (REDS)	Number of applications submitted; Amount of funding secured; Construction of roundabout commenced		\$15M has been committed by NSW Government. Details of the funding agreement are currently being negotiated, this agreement will determine what will be delivered with this money and when.	Growth, Economic Development & Tourism
10.2.2	Create a supportive environment for business to invest and grow	Deliver a program of capacity and skills building workshops for local businesses based on identified needs including opportunities for businesses to improve their capacity to supply to Council	Number workshops conducted with number of attendees		2 workshops planned for the first half of the 2019/2020 year were cancelled due to the fire emergency. New workshops will be scheduled for the first half of 2020.	Growth, Economic Development & Tourism
		Facilitate regular meetings of the MidCoast Economic Development Working Group	Number of meetings held		4 meetings were held. Final meeting for 2019 was cancelled due to the fire emergency.	Growth, Economic Development & Tourism
10.2.3	Market the MidCoast region	In addition to the marketing program for attracting visitors, continue to investigate other targeted marketing opportunities which link with the identified strengths of the region identified in the Regional Economic Development Strategy (REDS)	Number of marketing opportunities identified and delivered		Attending AIME 2020 to promote the region to Business Event providers. Investigating development of new business and resident packages in terms of ability to distribute as well as appropriate content.	Growth, Economic Development & Tourism


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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
10.2.4	Develop capacity and skills building, networking and partnership opportunities for the tourism and hospitality industry	Develop and implement an annual program of capacity and skills building workshops for the tourism and hospitality industry	Number workshops conducted with number of attendees		3 x Digital Workshops. 25 attendees. 2 x Marketing Tutorials (online) In addition, marketing assistance was provided to operators and event organisers via face to face and via email and phone. Product/Experience Development Workshops in development.	Growth, Economic Development & Tourism
		Facilitate regular meetings of the Barrington Coast Destination Management Reference Group	Number of meetings held		1 x Reference Group Meeting held (1 cancelled due to fire situation)	Growth, Economic Development & Tourism
10.2.5	Reduce the economic impact of charges for Water & Wastewater services	Review current water industry approaches to social responsibility and social hardship and present options to Council	Report options to Council by February 2020		Focus on drought response directed resources elsewhere	Water Services
		Prepare a business case for implementation of 'smart water meters' for community consultation	Business case to be prepared by 31 December 2019, with community consultation to progress in early 2020		Business case underway	Water Services
10.2.6	Review Council land portfolio and commercial services operations	Investigate options for the use or disposal of excess Council land	As required on an ad hoc basis, reports provided to Council		On-track. Continuing to investigate disposal options. A marketing agent has been appointed.	Property & Commercial

Strategy 10.3: Increase opportunities for quality education and training

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
10.3.1	Strengthen opportunities in the region for youth employment	Investigate options to partner with or participate in funded youth employment and training programs such as the Regional Development Australia (RDA) Youth Blue Print	Number of participants from the MidCoast area		Supporting both Great Lakes College Forster & Tuncurry Junior Campuses to participate in the Young Entrepreneurs Learning in Action program in 2020.	Growth, Economic Development & Tourism




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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
10.4.1	To improve workforce participation across the Midcoast Region	Economic Development Working Group will investigate workforce participation opportunities and make recommendations for consideration	Investigations undertaken and recommendations made		A representative from the Economic Development Working Group (EDWG) is participating in the Federal MP's Taree University project and is feeding information back to the EDWG. The EDWG has identified the desire to explore an innovation hub for the MidCoast region as one of their focus areas.	Growth, Economic Development & Tourism




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

Objective 11

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
11.1.1	Explore and implement major project opportunities	Progress development for Civic Precinct Project, Forster	Progress on track with expected completion deadline		On-track. The project is progressing well in accordance with agreed contractual documentation with the Developer	Property & Commercial
11.1.2	Improve quality of facilities and programs offered to the public in recreation spaces	Ensure that the aquatic and leisure facilities are managed in a professional manner and according to contract conditions	Facility managed in line with contract conditions		Regular communications with the facility manager to ensure contract conditions are met	Property & Commercial
11.1.3	Create a supportive environment for business to invest and grow	Continue to create and promote innovative programs to facilitate vibrant business precincts including the Vibrant Spaces initiative	Number of businesses registered; Number of town centres participating		133 business registered as at 31 Dec 2019 across 13 townships.	Growth, Economic Development & Tourism

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
11.2.1	Develop a coordinated approach to supporting events in the area	Implement the integrated MidCoast Events Sponsorship Policy 2019 for events taking place in 2019/20	Number of events sponsored		\$54,590 sponsorship allocated across 22 events for the first half of 2019/20.	Growth, Economic Development & Tourism
		Continue to provide a capacity building program for event organisers such as training, workshops and resources to improve outcomes and sustainability of local events	Number of training workshop conducted with number of attendees; Number of resources developed		2 'Event Organiser Q&A Panels' were held in the first half of 2019/20. 23 attendees participated (Numbers were impacted due to the timing of the nights coinciding with the fire emergency.)	Growth, Economic Development & Tourism
11.2.2	Attract and/or develop event opportunities that drive visitation, activate key visitor markets and assist delivery of strategic destination management objectives	Implement integrated policy and procedure for assessing applications for support for events being held in the area	Policy and associated procedures developed and implemented and subsequently used to assess number of applications		Round 2 of the MidCoast Event Sponsorship Program successfully completed. \$54,590 sponsorship allocated across 22 events for the first half of 2019/20.	Growth, Economic Development & Tourism

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
11.3.1	Develop a suite of industrial and business land use zones and other planning controls to facilitate economic growth	Complete an Employment Zone Review to provide a consistent framework for the application of business and industrial zones and development controls in the MidCoast Local Environmental Plan and Development Control Plan	Employment Zone Review completed by June 2020		Exhibition Feb-April 2020. Final reports to Council before June 2020	Strategic Planning
11.3.2	Identify business and employment opportunities afforded by the Manning Rural Referral Hospital by developing a health precinct strategy as well as identifying ways to maintain the retail and commercial role of the Taree CBD, centred on Victoria Street	Finalise the Manning Health/Taree CBD Precinct Plan, identifying key gaps in the health and business sectors that can be used to promote investment in the precinct	Manning Health and CBD Precinct Plan completed by June 2020		Exhibition Feb-April 2020. Final reports to Council before June 2020	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	Performance Measure	December 2019 Results		Responsible Team
11.4.1	Improve the use of digital technology to develop businesses based on new ways of thinking	Provision of one-on-one and group training and advice to Barrington Coast Tourism Partners to increase capacity	Digital capacity objectives and performance measures established and implemented; Number of businesses assisted		3 x Digital Workshops. 25 attendees. Plus one on one advice and assistance.	Growth, Economic Development & Tourism


We encourage greater rural and agricultural economic diversity

Objective 12

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
12.1.1	Work closely with property and commercial services stakeholders to maximise usage of Council commercial assets	Work with stakeholders at Nabiac stockyards and Gloucester saleyards to maximise usage of those assets	Number of stakeholder meetings held and number of actions implemented		Continuing discussions with sale agents to maximize usage of the stock yards and sale yards	Property & Commercial
12.1.2	Initiate a "Sharing our Produce" capacity building and networking program to encourage greater awareness, use and promotion of local produce as part of developing experiences in line with the Destination Management Plan	Ongoing implementation of dedicated producer/ hospitality workshops, collaboration and networking opportunities	Number of workshops conducted with number of participants		Product & Experience Audit commenced to identify participants for developmental workshops. Development of Workshop Program commenced. Development of new Product/Experience Electronic Direct Mail (EDM) for Industry commenced. Assistance provided to individual businesses on development of new product.	Growth, Economic Development & Tourism
12.1.3	Prepare a rural land use strategy that identifies, protects, manages and reinforces rural activities, industry and agribusiness	Complete the Rural Strategy - to identify threats and opportunities for rural activities, industries and agribusiness in the MidCoast	Rural Strategy completed by December 2020		Drafting of the Rural Strategy is underway. Anticipate exhibition in mid 2020 and reported to Council by end 2020	Strategic Planning

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
12.1.4	Identify and protect important agricultural land including intensive agriculture clusters and protect, manage and reinforce agribusiness in local land use plans	Complete the Rural Strategy - to provide a consistent framework for the identification and protection of important agricultural land, agricultural clusters and agribusiness in the MidCoast	Rural Strategy completed by December 2020		Drafting of the Rural Strategy is underway. Anticipate exhibition in mid 2020 and reported to Council by end 2020	Strategic Planning

WE VALUE...




strong leadership
and shared vision





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

Objective 13





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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.1.1	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Maintain membership of the Hunter Joint Organisation and participate in related activities	Membership current and number of meetings attended and number of other events/activities attended		Four Hunter JO Meetings and five other events/activities attended	General Manager
		Maintain constructive relationships with State and Federal Government agencies to ensure local interests, challenges and opportunities remain a focus	Number of meetings held with State and Federal agencies		Maintained constructive relationships with relevant agencies. Met with OLG and RMS representatives, as well as the Director, Hunter and Central Coast Regional NSW, Regions, Industry, Agriculture and Resources. Maintained constructive relationships with the Local Federal and State Members. Also met with the Minister for Local Government, Minister for Regional Transport and Roads, Minister for Water Property and Housing, and Minister for Planning and Public Spaces.	General Manager
		Continue to work with the State Government in relation to Local Government reform and other initiatives that impact on the sector	Number of meetings attended; Participated in number of events; Made number of submissions		Three meetings attended, participated in one event, and five submissions made.	General Manager





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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.2.1	Ensure the community has contact points to Council services in the main centres of the LGA, utilizing Council owned sites in an efficient and effective way and ensuring teams are coming together as one Council	Undertake office relocation project including a customer service outlet being provided from Biripi Way, Taree and progress customer service centre arrangements within the Civic Precinct Project, Forster	Suitable customer service outlets being provided at Biripi Way, Taree and Civic Precinct, Forster		Both the Biripi Way office relocation project and the Civic Precinct Project are on schedule.	General Manager
13.2.2	Provide a welcoming and easy to deal with Council where customers have a positive experience of Council service delivery	Develop and implement a consistent feedback approach across all customer contact channels	Feedback system developed and implemented council-wide by 30 June 2020		Initial discussions have been held. Full review to commence next quarter	Customer Service / Communications & Engagement






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







Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.3.1	Develop a Financial Management Reporting Framework	Implement a monthly budget review and reporting framework by 30 June 2020	Completed by 30 June 2020		Roll-out delayed due to early implementation of Enterprise Budgeting software. Focus on completion of legislative Quarterly Budget Reviews by relevant due dates and preparation for 2020-2021 Annual Budget in this format. Staff being supported in use of new software and in undertaking structured monthly reviews of budgets. Formal reporting to Council to occur once system and processes bedded down.	Finance
		Conduct a Financial Sustainability Review of Council by 30 June 2020	Completed by 30 June 2020		This review will not occur during this financial year given financial system implementation priorities.	Finance
		Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements through the Quarterly Budget Review process and annual Financial Statement Lodgement	Statutory obligations met		September review presented to December 2019 Ordinary Meeting. Outside of legislative timeframe due to impact of completion of financial statements and bushfires. 2018-2019 Annual Financial Statements still subject to audit at 31 December 2019 – OLG have granted an extension.	Finance
		Review the Long Term Financial Plan annually	Plan reviewed prior to budget preparation annually		Review to be undertaken in conjunction with the development of the 2020/21 Budget Development.	Finance





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






Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.3.2	Maintain clear, consistent and efficient policies, procedures and systems to support the delivery of MidCoast Assist services	Manage integration of the service's client management system (TCM) and the organisation's enterprise solution (MC1)	TCM integrated with MC1 by 30 June 2020		The development of the interface between TCM and MC1 has been deferred to Phase 2 of MC1 implementation	Community Services
13.3.3	Ensure council is a responsible custodian of corporate records	Ensure security of records is appropriate and meets statutory and business requirements	Statutory requirements met		User access is monitored across 4 records systems. Documents are stored and archived in accordance with State Records Act.	Governance
		Review Councils Records Management Procedures and guidelines in support of Council's MC1 project	Procedures meet statutory standards		Ongoing activity, supported by Digitisation Strategy and Guideline. ECM Project in relation to MC1 has commenced but is in early stages.	Governance
13.3.4	Ensure Council's governance framework sets appropriate ethical standards	Provide regular Code of Conduct training to staff and Councillors and promote the principles of the code, including provision of training to staff at induction	Number of Code of Conduct training sessions completed annually with number of staff attending and number of Councillors attending		New Code adopted 22 May 2019. In house training conducted for outdoor staff and planned for indoor staff as part of Governance Awareness and Education Program with follow up training to be provided by consultant. Currently providing induction training for new staff and members of Council Committees.	Governance

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







Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.3.4	Ensure Council's governance framework sets appropriate ethical standards	Ensure that breaches of the Code are investigated and actioned appropriately	Breaches of the Code are referred to the Internal Audit Committee with number of investigations conducted		Reported as required	Governance
		Undertake governance culture building initiatives through education across the organisation	Number of training/ awareness initiatives undertaken reaching percentage of staff		Governance Awareness and Education Program has commenced being rolled out across the organisation. Governance intranet pages have been re-designed to add value to staff in relation to their governance responsibilities. Governance staff are an integral part of new staff induction. Governance staff provide inductions for new members of Council committees.	Governance
13.3.5	Continue implementation, review and improvement of the Integrated Planning & Reporting Framework	Review and implement performance measurement framework	Performance Measurement framework implemented by 30 June 2020		Ongoing program to enhance and implement performance measures is in place	Corporate Strategy & Development
		Prepare Annual Report in accordance with State Government requirements	Annual report prepared and submitted in line with statutory requirements		2018-19 Annual Report completed. 2019-20 Annual Report to be prepared commencing July-August 2020.	Governance
		Undertake Rate Structure Harmonisation Project with Council & community to develop a single rating structure for inclusion in the 2020/21 Delivery Program / Operational Plan	Project completed and structure adopted by Council by 30 June 2020		Government has deferred commencement date to 1 July 2021. Work will recommence in third quarter of 2019/2020 on this project.	Finance

Strategy 13.4: Provide strong governance frameworks						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.4.1	Provide governance frameworks that enable Councillors to fulfil their strategic role	Ensure policy access to information provides appropriate opportunities for Councillors to fulfil their role in accordance with Council's Councillor and staff integration policy	Councillors provided with access to policies on request and via Councillor Portal		Implemented and ongoing as required.	Governance
13.4.2	Develop and maintain appropriate legal compliance systems	Ensure staff have appropriate skills and delegated authority to perform their role Continue to issue staff delegations as staff are appointed	Delegation register is maintained and up to date		Robust ongoing process developed and fully implemented. All delegations issues are signed by General Manager.	Governance
		Continue the implementation of Local Government Legal Compliance Database	Database implemented by 30 June 2020		Currently being implemented. Implementation will be completed by 30 June 2020	Governance
		Undertake compliance reviews in accordance with Council's Legislative Compliance Policy	Internal audit committee conducted reviews and determined Council is compliant		Ongoing. ARIC have adopted an Audit Universe and a 3-year Audit Plan. An external organisation (OCM) have commenced the first two audits from that plan.	Governance
13.4.3	Ensure community confidence in council as a trusted leader	Review Policies and Procedures due for review to ensure policy and procedures remain relevant and effective	All policies are current and any policies reviewed, if required, are referred to Council for adoption		Council has implemented a Policy Working Group and a Policy Register to ensure relevant policies are developed and reviewed as required.	Governance
		Undertake risk assessments across the organisation to develop appropriate risk registers in accordance with Council's Risk Management Framework. Refer risk registers to Council's Audit, Risk and Improvement Committee as required.	All risk assessments undertaken as required and the risk register is maintained and current		Divisional Risk Assessments and Registers completed. Strategic Corporate Risk Assessment developed to draft. Some operational risk assessments completed	Governance

Strategy 13.4: Provide strong governance frameworks						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.4.3	Ensure community confidence in council as a trusted leader	Develop and deliver training to staff and Councillors regarding specific governance policies and frameworks	Number of training sessions conducted for number of attendees		18 Sessions held with more scheduled for 2020.	Governance
		Continue to provide ICAC Fraud and Corruption Awareness training and Ombudsman Complaint Handling Training to relevant staff	Number of training sessions conducted for number of attendees		ICAC training provided 17, 18 and 19 September 2019.	Governance
13.4.4	Ensure staff access to records is appropriate to facilitate decision making	Continue to provide appropriate access to information via Council's current four records management systems. Ensure access to information for staff is seamless and efficient to facilitate quality decisions via MC1	Staff can always access information as required/ exceptions reported		User access is monitored across 4 records systems. Documents are stored and archived in accordance with State Records Act. Digitisation Strategy and Guideline developed and being implemented. ECM Project in relation to MC1 has commenced but is in early stages	Governance
		Proactively participate in Council's MC1 project to ensure future access to information for staff is seamless and efficient to facilitate quality decisions via MC1	Governance Component of MC1 project is delivered on time and on budget		Digitisation Strategy and Guideline developed and being implemented. ECM Project in relation to MC1 has commenced but is in early stages.	Governance

Strategy 13.5: Develop and deliver services and programs that provide value for money						
Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.5.1	Develop strong, diverse leadership and a culture that values performance and adaptability	Support staff in the use of Council's Performance & Development system for planning, performance and Staff Development	Percentage of staff using the system		On schedule. The system has been implemented with the final stage of the workplan rollout underway. Mid-Cycle reviews have commenced. Not all areas have completed IWDPs	Human Resources
		Continue to support Council's Audit, Risk and Improvement Committee and Internal Audit Framework to provide assurance to the community in relation to Council performance	Regular reports from the Internal Audit Committee made to Council and reported to the community		6 ARIC meetings have been held in 2019 with an adopted schedule in place for 2020. ARIC have adopted an Audit Universe and a 3-year Audit Plan. An external organisation (OCM) have commenced the first two audits from that plan.	Governance
13.5.2	Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders	Support the continued implementation of major corporate projects through effective change management training and strategies	Change management strategies developed and training and support delivered through number of workshops to number of staff		Sponsor program (7 staff) and two manager programs (40 staff) held in July. Change Management team formed and 9 staff certified in Prosci methodology in Oct. Strategic roadmap to build change capability across organization developed	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	Report provided to relevant stakeholders		Data collected and provided for inclusion in program.	Corporate Strategy & Development
		Utilise the Australian Business Excellence Framework to guide organisational improvement focused on the achievement of sustainable business performance and improved capability of the organisation	Report to MANEX on areas of strength and opportunities for improvement		Ongoing	Corporate Strategy & Development

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
13.6.1	Develop and implement an integrated service request management system with customer portal	Implement integrated service request management system in Technology One – One Council (MC1)	SRM system implemented as part of MC1 by 31 December 2019		On schedule to be completed by June 2020.	Information & Communications Systems
		Implement online service portal to log and track service requests	Report from logging and tracking of service requests provided to MANEX monthly		On schedule to be completed by June 2020.	Information & Communications Systems
13.6.2	Maintain clear, efficient and effective processes and deliver consistent information	Maintain information contained within the customer relations knowledge management system to ensure 100% of information is current	Information is current and accurate		Information within the knowledge management system is maintained. Full review of system to be undertaken during 2020.	Customer Service
13.6.3	Standardise and improve the customer's experience for Planning Certificates under s10.7 of the Environmental Planning and Assessment Act	Develop a standard s10.7 certificate template	Template developed and referred to legal counsel for affirmation by June 2020		Delayed as awaiting MC1 module for implementation	Strategic Planning
13.6.4	Ensure Council meetings facilitate community participation	Council meeting agendas and minutes are provided on Council's website in a timely manner for all meetings as adopted for 2019-20	Percentage of agendas and minutes web published in line with advertised timelines		100%	Governance
		Continue to review and refine Council's Complaints Handling Policy, procedures, guidelines and systems to ensure complaints are appropriately managed and responded to explaining reasons for decisions	Complaints handling policy reviewed annually and updated in accordance with legislative and current practice standards		Policy to be reviewed prior to 30 June 2020.	Governance




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

Objective 14





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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
14.1.1	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Implement the 2019-2020 Training Plan	Training plan implemented and percentage of training conducted for number of employees		The training plan was developed and is currently being implemented based on approved funding	Human Resources
		Develop the 2020-2021 Training Plan	Training plan developed in time to ensure funding from 2020-21 budget		Development of the 2020/21 Training Plan has commenced. This will be ready for approval prior to end 2019/20.	Human Resources
		Embed the LGNSW Capability Framework into HR life-cycle functions	Framework embedded into work planning and performance review cycle by 31 March 2020		The Capability Framework is embedded in the work planning and performance review cycle.	Human Resources
		Review job design and recruitment processes to ensure the attraction and hiring of people with the right capabilities and whose values align with those of the organisation	Job design and recruitment procedures updated		Work has commenced.	Human Resources

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
14.1.2	Position MCC as an 'Employer of Choice'	Develop and implement HR policies and procedures that align with our organisational values and objectives	Policies and procedures implemented		<p>Completed: review and implementation of Recruitment & Selection Policy, Counselling & Discipline Policy, Domestic Violence Support Policy, Motor Vehicle Allocation and Use Policy. Implementation of supporting tools for Conflict Resolution.</p> <p>Planned for Q3/Q4 are review of Flexible Working Framework and development of Training & Development Policy.</p> <p>All policies have been through extensive workshopping and consultation to ensure they align with organizational objectives.</p>	Human Resources
		Develop our employer brand to support attraction and retention of quality staff whose values are aligned with ours and promote Council as an organisation that values a high importance on diversity, inclusion and child safety	Increase in number of job applicants for advertised positions; Improvement in new starter retention		<p>Employer branding is heavily tied to the Biripi Way Office Relocation Project.</p> <p>We have seen an increase in job applicants for most positions</p>	Human Resources
14.1.3	Develop leaders that inspire, motivate and coach our employees to realise their potential and respond to opportunities and challenges	Continue to review, improve and implement the Developing Future Leaders (DFL) Program	Number of courses run; Number of participants completing the course		<p>DFL program successfully completed for round 2 with 15 Participants.</p> <p>In addition, a similar peer coaching program is being trialled for apprentices, trainees and other staff.</p>	Corporate Strategy & Development

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
14.2.1	Embrace a constructive workplace culture that enhances individual and collective performance, with an objective of delivering high quality outcomes for the community	Undertake a full organisation wide staff/culture survey	Survey prepared and conducted with results being published for staff		Preparations have commenced for staff survey	Corporate Strategy & Development
14.2.2	Embrace a culture of safety and wellbeing	Undertake education of people leaders in relation to their WHS responsibilities	Number of opportunities (e.g. tool- box talks) utilised to educate leader of their WHS responsibilities		Program being rolled out as planned. Due diligence refresher in first half of 2020. Toolbox talks undertaken regularly.	Human Resources
		Provide training in mental health awareness for people leaders	Number of leaders trained		Complete. 150 attended.	Human Resources
		Develop Council's Wellbeing Program	Number of wellbeing initiatives provided		Wellbeing initiatives are being rolled out as planned.	Human Resources




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

Objective 15



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
15.1.1	Ensure public access to Council information	Ensure GIPA (both informal and formal) requests are dealt within statutory timeframes and community expectations for 2019-20	Statutory timeframes are met		Formal and Informal GIPA Applications processed in accordance with legislation. 26 Formal GIPA Applications processed with 93% determined within legislative timeframes.	Governance
15.1.2	Provision of information on Council's website is customer focused	Continue to review governance pages on Council's website to ensure a proactive approach to open access of information via website	Governance pages on Council's website are concise and informative		Governance pages regularly reviewed and updated	Governance
15.1.3	Develop and deliver an effective community focused communications strategy to support and inform the community on council activities	Deliver communications improvement programs as outlined in the Communications Strategy	Actions in the 2019-20 Communications Strategy Action Plan are completed		Work is underway on a number of actions in the action plan, including review and further development of branding guidelines and investigation of expanding social media platforms	Communications & Engagement
15.1.4	Build community awareness of the services and projects delivered by Council	Deliver "Community Conversation" sessions across the MidCoast region on a regular basis	Delivery of 12 sessions across the MidCoast region twice a year		12 Community Conversation sessions were held across the region in October and November 2019. We continue to refine the process.	Communications & Engagement

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
15.1.5	Maintain existing reporting capability in Water Services for capital projects and operations	Develop capacity for the existing gateway and project health system to be incorporated in the enterprise wide business system	Implement and operate by 30 June 2020		On hold will not be achieved by June 2020. A project management framework is being developed as part of a key strategic business item for Council and will be incorporated within the proposed project management module in MC1 for FY20-21. This item will likely be incorporated in next year's DPOP.	Water Services
		Develop capacity for the existing Issues & Failures process to be incorporated in the enterprise wide business system	Complete refinement of process by 31 December 2019		System upgrade has been prioritised to ensure adequate functionality due for completion end of February 2020. This task will likely be incorporated in next year's DPOP.	Water Services
15.1.6	Ensure that significant state, regional and local infrastructure is clearly identified in the MidCoast Local Environmental Plan	Complete the Infrastructure Zone Review to provide a consistent framework for zoning existing significant state, regional and local infrastructure	Infrastructure Zone Review completed by June 2020		Exhibition Feb-April 2020. Final reports to Council before June 2020	Strategic Planning




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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
15.2.1	In order to ensure transparency and accountability, develop a Policy on Planning Agreements in accordance with legislative requirements and any guidelines of the NSW Department of Planning and Environment	Review guidelines from the Department of Planning and Environment on the preparation of policies on Planning Agreements	Guideline reviewed and work program for creation of a Policy developed by June 2020		Awaiting guideline from State Government. Development of a work program will progress	Strategic Planning
15.2.2	Improve community understanding of asset management	Develop a communications plan to support community understanding of issues relating to road management	Development and delivery of plan		Discussions between MCC Communications Team and Engineering have been held. Effort has been made to include education and “reasoning” with media releases about particular projects. Information about roads and how they are managed is contained on MCC Website and is due for a refresh before the end of this FY.	Transports Assets / Projects & Engineering

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
15.2.3	Ensure that policies reflect community expectations	Ensure policies are written in plain English rather than legal terms	Guidelines developed and only compliant policies are presented to council for adoption		Ongoing as part of Council's adopted Policy Framework.	Governance
		Ensure relevant policies are placed on public exhibition inviting public submissions and feedback where appropriate	Policies placed on public exhibition in accordance with Council's Policy Framework		Policies placed on Public Exhibition based on legislative requirements and resolution of Council.	Governance
		Continually review Council's Policy Framework and maintain Council's Policy Register to ensure policies are relevant and effective	Policy register maintained and all policies are current; Report to Council annually on policy status		To be completed prior to 30 June 2020.	Governance
15.2.4	Provide clear, accessible and relevant information to the community	Develop and implement targeted communications program as per Communications Strategy	Deliver actions relating to targeted communications program in Communications Strategy Action Plan		This is scheduled to be progressed during the second half of 2019-2020.	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	Performance Measure	December 2019 Results		Responsible Team
15.3.1	Facilitate channels for engagement with community service target groups	Facilitate engagement activities with community service target groups, including through Council's Community Inclusion and Wellbeing and MidCoast Assist's client/participant reference groups	At least 4 meetings and activities conducted		Meetings conducted	Community Services
15.3.2	Develop a consistent and transparent approach to community involvement in planning decisions by preparing a Community Participation Plan (CPP) for Council's land use planning functions	Develop and implement a process for the preparation and delivery of Community Participation Plans	Process developed to meet new statutory requirements		A draft Community Participation Plan was placed on exhibition during October and November 2019, and adopted at the 27 November 2019 meeting. The adopted Community Participation Plan is available on the NSW Government's Planning Portal and on the MidCoast Council website as an appendix of the Community Engagement Strategy	Communications & Engagement
15.3.3	Ensure Council meetings are appropriately scheduled and resourced and facilitate community participation	Ensure Council Meeting schedules are adopted on an annual basis	Annual Council Meeting Schedule adopted by November each year		2020 Council Meeting Schedule adopted by Council.	Governance


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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
15.3.4	Develop and deliver an engagement strategy for council to ensure we are engaging with the community and providing opportunities for participating in decision making where appropriate	Develop and implement engagement framework as per our Community Engagement Strategy	The actions outlined in the Engagement Strategy for delivery in 2019-20 are completed		A number of the actions outlined for delivery in 2019-20 have been completed, including the establishment of a database, implementation of the Community Conversation program, finalisation of the Community Participation Plan, implementation of an internal education program on engagement and formalised feedback mechanisms in place for engagement projects.	Communications & Engagement
15.3.5	Undertake community satisfaction surveys on a regular basis to gauge community satisfaction on a broad level and to inform focus areas for improvement	Undertake community satisfaction survey to assess Councils performance and to inform proposals and strategies	Community satisfaction survey completed by 30 June 2020		Service provider appointed following request for proposals. Survey to be conducted in Feb 2020	Corporate Strategy & Development



We develop and encourage community and civic leadership

Objective 16



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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
16.1.1	Provide adequate resources for elected members to perform their role	Support the principles of Council's Councillor and Staff Interaction Policy by providing appropriate access to information for elected Councillors	Training delivered to Councillors to reinforce correct procedures when interacting with staff; Number of workshops held with percentage of councillors participating		Ongoing as required.	Governance

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

Focus Ref	3 year focus	1 year actions	Performance Measure	December 2019 Results		Responsible Team
16.2.1	Work collaboratively with regional bodies	Work with Hunter Joint Organisation across a range of initiatives	Council participated in number of Hunter Joint Organisation initiatives		Most Hunter JO Meetings attended by General Manager and/or Mayor.	Governance
		Work with Local Government NSW on key issues including policy	Number of governance staff; Made number of submissions; Attended number of information briefings; Attended number of training workshops		Attendance at the LG NSW Conference by General Manager and some Councillors.	Governance

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

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

