



MIDCOAST
council



DELIVERY PROGRAM (2018 - 2022) & OPERATIONAL PLAN (2021 - 2022)

12 month progress report
July 2021 - June 2022





ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional custodians of the land on which we work and live, the Gathang-speaking people and pay our respects to all Aboriginal and Torres Strait Islander people who now reside in the MidCoast Council area. We extend our respect to Elders past and present, and to all future cultural-knowledge holders.

HOW TO CONTACT US

Website: www.midcoast.nsw.gov.au

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

Email: council@midcoast.nsw.gov.au

Visit our Administration and Customer Service Centre:
Yalawanyi Ganya, 2 Biripi Way, Taree
Monday to Friday, 8:30am - 4:30pm

Visit our regional customer service points:

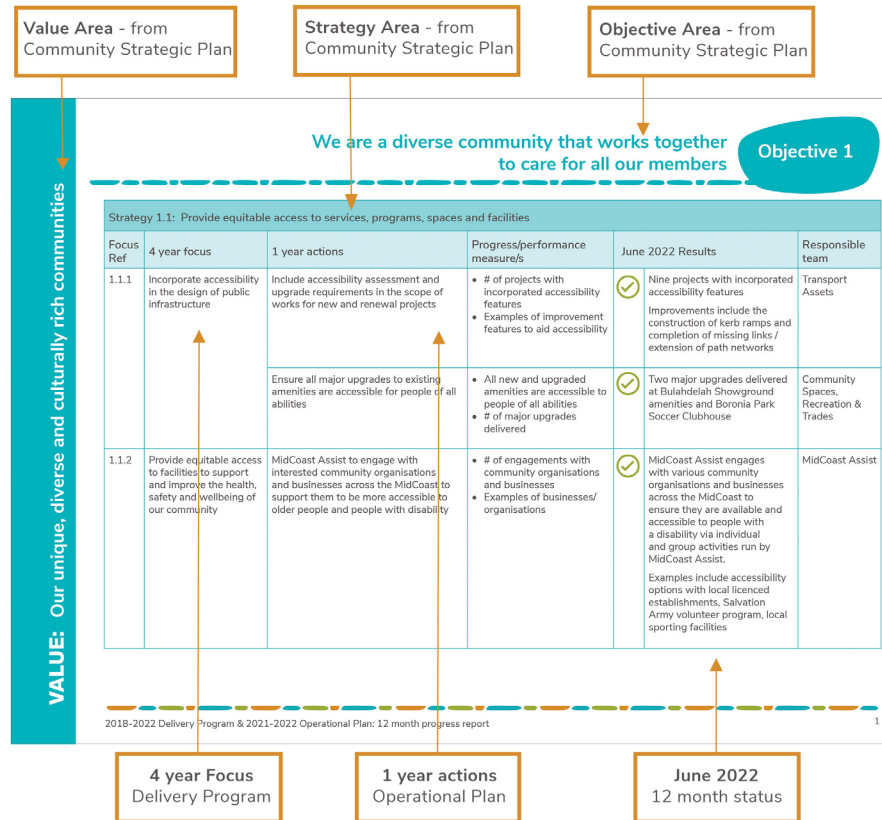
- Forster, 4 Breese Parade
Monday to Friday, 8:30am - 4:30pm
- Gloucester, 89 King Street
Monday to Friday, 9:00am - 4:00pm
- Stroud, 6 Church Lane
Monday to Friday, 9:00am - 12:00pm
- Tea Gardens Myall Street
Monday to Friday, 9:00am - 4:00pm

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

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HOW TO READ THIS DOCUMENT



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

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

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

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

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

The 'June 2022 Results' column reports on the progress of the Delivery Program and Operational Plan for the 12-month period from July 2021 to June 2022. The status of achieving the 1 year actions as at 30 June 2022 is depicted by the following symbols:



Completed



On schedule



Delayed



Revised/
Withdrawn

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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.1.1	Incorporate accessibility in the design of public infrastructure	Include accessibility assessment and upgrade requirements in the scope of works for new and renewal projects	<ul style="list-style-type: none"> # of projects with incorporated accessibility features Examples of improvement features to aid accessibility 	 <p>Nine projects with incorporated accessibility features</p> <p>Improvements include the construction of kerb ramps and completion of missing links / extension of path networks</p>	Transport Assets
		Ensure all major upgrades to existing amenities are accessible for people of all abilities	<ul style="list-style-type: none"> All new and upgraded amenities are accessible to people of all abilities # of major upgrades delivered 	 <p>Two major upgrades delivered at Bulahdelah Showground amenities and Boronia Park Soccer Clubhouse</p>	Community Spaces, Recreation & Trades
1.1.2	Provide equitable access to facilities to support and improve the health, safety and wellbeing of our community	MidCoast Assist to engage with interested community organisations and businesses across the MidCoast to support them to be more accessible to older people and people with disability	<ul style="list-style-type: none"> # of engagements with community organisations and businesses Examples of businesses/ organisations 	 <p>MidCoast Assist engages with various community organisations and businesses across the MidCoast to ensure they are available and accessible to people with a disability via individual and group activities run by MidCoast Assist</p> <p>Examples include accessibility options with local licenced establishments, Salvation Army volunteer program, local sporting facilities</p>	MidCoast Assist



Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
1.1.3	Participate in projects that enhance the inclusiveness of community spaces	Apply the “Everyone Can Play Guidelines” for inclusive play spaces across MCC playgrounds	<ul style="list-style-type: none"> % of total playgrounds across MCC that have been reviewed against the Guidelines 	✓	95% (80) of playgrounds reviewed	Community Spaces, Recreation & Trades
1.1.4	Maintain recreation infrastructure to a minimum condition assessment	Complete maintenance works in accordance with the Condition Assessment Schedule	<ul style="list-style-type: none"> % of maintenance works completed according to schedule 	✓	100% of works completed in accordance with maintenance schedules	Community Spaces, Recreation & Trades
1.1.5	Implement the Disability Inclusion Action Plan (DIAP)	Finalise development of the new iteration of the DIAP for adoption by Council and develop year 1 Action Plan	<ul style="list-style-type: none"> New DIAP adopted by Council Plan developed by June 2022 # of actions included in the plan completed Examples of actions in plan 	✓	Engagement for development of the Disability Inclusion Action Plan (DIAP) concluded 209 surveys completed and five focus groups with 25 participants Eight submissions received during exhibition period Council adopted the DIAP at its meeting on 27 July 2022 Delivery of annual implementation plans in progress	Community Services

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


Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.1.5 cont'd	Implement the Disability Inclusion Action Plan (DIAP)	Develop and implement Council's Disability Employment Strategy	<ul style="list-style-type: none"> • % employees identifying as having a disability • Improved employee perceptions of Council as an inclusive workplace • Creation of disability identified positions 	 <p>Awaiting finalisation of corporate level DIAP before finalising the employment strategy</p> <p>Of 678 employees who responded to a survey asking for Equal Employment Opportunity (EEO) information, 21 identified they were living with a disability, equating to 3.1% of respondents. Survey was concluded on 30 June 2021</p> <p>Council has not created any disability identified positions</p> <p>All reasonable adjustments are made to allow those with a disability to undertake work at MidCoast Council</p>	Human Resources


Strategy 1.1: Provide equitable access to services, programs, spaces and facilities					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.1.6	Provide quality, personalised services and supports for people with disability to assist them to achieve their individual goals	<p>Deliver quality services for people with disability across the MidCoast area including:</p> <ul style="list-style-type: none"> social and community engagement activities, co-ordination of support services, and financial intermediary services 	<ul style="list-style-type: none"> # of participants accessing each service Development of relevant plans and strategies Examples of activities undertaken and testimonials from participants 	<p>✔</p> <p>As at 30 June 2022, MidCoast Assist (MCA) participant numbers were:</p> <ul style="list-style-type: none"> Social and community engagement = 132 Coordination of Supports = 148 Financial Intermediary = 331 <p>Continuation of Social and Community Engagement individual and group supports, both centre based and in the community, trialling various activities to engage new and existing participants. Example of feedback received "MCA staff are all very supportive and positive people to work with"</p> <p>Support Coordinators continue to come up with innovative ideas to assist participants to reach their goals and there have been many success stories throughout the year. Plan Managers continue to assist participants to manage their budgets and have received many compliments around customer service and the speed of which the provider invoices are paid. Some of the feedback was 'finance team go above and beyond.. People like me do notice'</p>	MidCoast Assist

Strategy 1.1: Provide equitable access to services, programs, spaces and facilities					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.1.6 cont'd	Provide quality, personalised services and supports for people with disability to assist them to achieve their individual goals	Viably expand the services offered to people with a disability in more communities in the MidCoast area through implementation of approved Business Plan, Marketing Strategy and Small Towns Engagement Strategy	<ul style="list-style-type: none"> # of participants from new target communities 	 <p>The project has continued to be delayed due to the impacts of COVID-19 and MidCoast Assist currently going through restructure. The current number of active Social and Community Engagement Participants outside of the 2428 and 2430 post code is 31</p>	MidCoast Assist
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 across the MidCoast area including: <ul style="list-style-type: none"> Commonwealth Home Support Program funded services such as social support, accessing technology and transport 	<ul style="list-style-type: none"> # of participants accessing each service Development of relevant plans and strategies Examples of activities undertaken and testimonials from clients 	 <p>94 active Home Care Packages at 30 June 2022 and continuation of assistance of personal and domestic care to palliative members of our community through funding by Great Lakes Palliative Care Support. Example of feedback from family member "This is a personal thank you. It is one thing for me to be emotionally supportive, but nothing beats support at the coalface. Again, thank you for your professionalism and caring"</p> <p>761 clients are active under the Commonwealth Home Support Program providing entry level aged care support through social support, domestic assistance, technology support and practical individual assistance and transport. A testimonial from a client receiving technology services: "the client loves playing jigsaws on her iPad and is thrilled when the worker helped her to see her family photos from social media"</p>	MidCoast Assist



Strategy 1.1: Provide equitable access to services, programs, spaces and facilities					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.1.7	Provide quality, client-centred services and supports for older people to assist them to remain living independently in the community	Viably expand the services offered to older people in more communities in the MidCoast area through implementation of approved Business Plan, Marketing Strategy and Small Towns Engagement Strategy	<ul style="list-style-type: none"> # of clients from new target communities 	 <p>The project has continued to be delayed due to the impacts of COVID-19 and MidCoast Assist currently going through a restructure</p> <p>There are currently:</p> <ul style="list-style-type: none"> 10 active Home Care Packages outside 2428 postcode 161 active clients outside the 2428 and 2430 postcodes 	MidCoast Assist
1.1.8	Ensure that sufficient land is zoned in appropriate locations to meet the needs of the population for recreation and community facilities	Complete Recreation Zones Review	<ul style="list-style-type: none"> Recreation Zones Review completed 	 <p>Exhibited as part of draft Rural Strategy until 28 January 2022. Feedback was considered and reported to Council on 27 July 2022 where Council resolved that: "The adopted Recreation Zones Review and Infrastructure Zones Review be uploaded onto Council's website as final versions"</p>	Land Use Planning



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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.2.1	Acknowledge and recognise Aboriginal communities within our projects	Deliver Aboriginal community-strengthening activities in line with funding body program level agreements and in consultation with key stakeholders	<ul style="list-style-type: none"> • # of activities delivered • # of Aboriginal participants 	 <p>Aboriginal Community Working Parties have been established in Gloucester and Great Lakes with the Taree Community Aboriginal Working Party continuing to meet regularly. 11 Working Party meetings have been held with a total of 80 participants</p> <p>Aboriginal Education Consultative Group (AECG) held five meetings, with 96 participants</p> <p>NAIDOC Week events 2022 were successfully held however continued support is required for planning NAIDOC events across the region</p> <p>While the majority of programs and events over 2021/22 were cancelled or postponed due to COVID-19 we have provided continued representation and support for community events and initiatives supporting the Aboriginal Community</p>	Community Services



Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.2.2	Engage with Aboriginal people and the Aboriginal/community services sector to develop community connections for Aboriginal people, build social capital and local networks and promote tolerance and understanding of diversity	Develop and implement year one action plan to implement the Aboriginal Action Plan	<ul style="list-style-type: none"> • # of scheduled year 1 actions completed • Examples of outcomes from implementation 	 <p>Consultation with the Aboriginal community was impacted by COVID-19, however progress has been made and it is anticipated that the Plan will be presented to Council in September 2022. The consultation undertaken for the development of the Aboriginal Action Plan included:</p> <ul style="list-style-type: none"> • 71 people commented on key issues including housing, health, education, justice, connection and inclusion, family and culture • 52 people participated in our survey (online & hard copy) • 19 people shared their ideas for the future • 57 people attended pop-up sessions • 21 youth participated in engagement sessions across two high schools • 28 people attended yarn-ups (focus groups) / interactive wall sessions • 45 people participated in four Strategic Planning sessions through the Gloucester Aboriginal Working party and the Manning Aboriginal Community Working Party • Eight people participated in a survey outcome session Supported AECG & Aboriginal Community Working Party meetings as outlined in 1.2.1 	Community Services

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






Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.2.2	Engage with Aboriginal people and the Aboriginal/community services sector to develop community connections for Aboriginal people, build social capital and local networks and promote tolerance and understanding of diversity	Develop and implement Council's Aboriginal Employment Strategy	<ul style="list-style-type: none"> • % of employees identifying as ATSI (Aboriginal & Torres Strait Islander) • Improved employee perceptions of Council as an inclusive workplace • Creation of ATSI identified positions 	 <p>Awaiting finalisation of Council's Aboriginal Action Plan</p> <p>Of the 678 employees who responded to a survey asking for Equal Employment Opportunity information, 26 identified as either Aboriginal or Torres Strait Islander or both, equating to 3.8% of respondents. Survey was concluded on 30 June 2021</p> <p>Council has offered and filled two Aboriginal identified positions in 2021/22</p>	Human Resources
		Implement Council's EEO Management Plan 2021 (Equal Employment Opportunity)	<ul style="list-style-type: none"> • Council meets its obligations under the Local Government Act • Council provides an environment where EEO, diversity and inclusion are understood, valued and applied 	 <p>Council's current Equal Employment Opportunity (EEO) plan implemented. New plan being developed for implementation from July 2022 to align with Delivery Program</p>	Human Resources





Strategy 1.2: Acknowledge, celebrate and empower our local Aboriginal communities						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
1.2.3	Support programs and activities that acknowledge, celebrate and empower local Aboriginal communities and ensure opportunities for engagement and empowerment through a coordinated approach	Work in partnership with other sections of council to deliver one program/event at the Gallery for NAIDOC Week	<ul style="list-style-type: none"> • Event delivered • # of participants 		<p>Due to COVID-19 community NAIDOC celebrations were cancelled and rescheduled for November 2021</p> <p>Unfortunately the November 2021 workshops (nine in total) were also cancelled due to COVID-19</p>	Growth, Economic Development & Tourism
		Library to deliver indigenous early literacy programs, work with the aboriginal community to support family history research and promote library services to aboriginal community	<ul style="list-style-type: none"> • # Library early literacy programs/events held • # attending Library early literacy program • # of people engaged in Library family history project • # Library promotional events held in the aboriginal community 		<p>Bulk loan of early literacy materials lent to Girrawaong Pre-school recommenced</p> <p>Online Story Time short videos prepared for release for NAIDOC Week 2022</p> <p>Engagement with indigenous students at Taree High School</p>	Libraries

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




Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.3.1	Promote programs to encourage the participation of young people to meet their leisure, learning and social interaction needs at Council facilities	Develop and deliver a program of library events targeted at young people	<ul style="list-style-type: none"> # of events held Examples of events held Level of satisfaction reported from library customers 	 <ul style="list-style-type: none"> 273 Baby Rhyme Time/ Story Time sessions with a total of 2,215 participants 97 homework and school holiday activities for school age children with a total of 812 participants 22 Great Books Festival sessions (primary and lower secondary) with 2,193 participants 	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	<p>Implement 21/22 Action Plan in partnership with key stakeholders</p> <p>Finalise 2022/23 Action Plan</p>	<ul style="list-style-type: none"> # of Annual Action Plan items completed # of stakeholder partners involved with delivery of action plan Examples of outcomes from implementation 2022/23 Action Plan completed 	 <p>Delivery of youth activities in accordance with the 2021/22 Youth Action Plan has been delayed as a result of a lack of staffing resources</p>	Community Services

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


Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.3.3	Develop and implement a Council Employment-based Training Strategy that meets our business needs and aligns with our Workforce Strategy	Support opportunities that allow young people to gain experience and understanding of careers in the ageing and disability sector	<ul style="list-style-type: none"> # of work placement opportunities offered 	 34 work placements completed	Human Resources / MidCoast Assist
		Advertise and fill 2022 Apprentice, Trainee and Graduate positions	<ul style="list-style-type: none"> # roles that are apprentices, trainees or graduates > 5% of Council's workforce 	 As at 30 June there are seven graduates in progress and 58 apprentices and trainees registered (10 registrations are for existing workers upskilling). This represents 5.5% of the workforce	Human Resources
1.3.4	Deliver children and youth activities to develop the Manning Regional Art Gallery as an education facility	Provide Youth Week activities in line with Department of Communities and Justice objectives and funding guidelines	<ul style="list-style-type: none"> # of events held with a youth focus for youth week # of participants aged 12-25 years Examples of activities provided 	 Seven events held (drawing with scissors workshops, photo competition, ceramics workshops, skate deck painting workshop) with 124 participants aged 12-25	Community Services / Growth, Economic Development & Tourism
1.3.5	Provide opportunities for young people to participate in volunteer programs	Increase the number of schools participating in graffiti removal programs	<ul style="list-style-type: none"> # of schools participating during the year # of participating schools compared to previous years 	 Six schools participating in graffiti removal programs - the same number of participating schools as the previous year	Community Spaces, Recreation & Trades
1.3.6	Provide regional level recreational activities targeted at families	Finalise planning for Tuncurry Water Playground	<ul style="list-style-type: none"> Amount of external funding secured Plans finalised 	 \$850,000 of Federal Government funding secured for Tuncurry Water Playground Contracts awarded for the demolition of the existing infrastructure and the construction of the new water playground	Community Spaces, Recreation & Trades

Strategy 1.4: Support a diverse housing mix that provides choice and meets the needs of our community					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.4.1	Investigate and provide opportunities for social housing	<p>Continue to review and monitor occupancy at Gloucester Seniors units</p> <p>Ensure maximum occupancy through efficient, pro-active property management and maintenance upkeep</p> <p>As part of compilation and mapping of the "MidCoast Council consolidated statutory Land Register", identify any potential sites for future social housing</p>	<ul style="list-style-type: none"> • % of units occupied, complete utilisation report • Maintenance completed and any new maintenance identified through routine property inspections • Number of potential sites identified 	 <p>All available units are leased with approximately 20 names on a waitlist</p> <p>All maintenance matters dealt with within budget and 1 unit remains for works pending</p>	Legal & Property Services
1.4.2	Prepare a consolidated MidCoast Local Environmental Plan and Development Control Plan that provides opportunities for affordable and diverse housing options	Commence drafting of residential provisions for MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP)	<ul style="list-style-type: none"> • Housing Strategy complete • % of draft MidCoast LEP and DCP commenced 	 <p>The Housing Strategy has been adopted by Council. Drafting of residential provisions for MidCoast Development Control Plan (DCP) commenced. MidCoast Local Environmental Plan (LEP) & DCP Project Planning commenced</p>	Land Use Planning
1.4.3	Ensure there is sufficient land identified for future rezoning to cater for residential growth in appropriate locations	Develop program for incorporation of urban release areas into Urban Land Monitor	<ul style="list-style-type: none"> • Program developed for Urban Land Monitor update 	 <p>Urban Release Area Report provided to Department of Planning & Environment to inform new draft Hunter Regional Plan. Urban Release Area program commenced</p>	Land Use Planning
1.4.4	Prepare Local Planning Statements that reflect the aspirations of local communities relating to the provision of housing	Develop program for reviewing the interim Local Strategic Planning Statement following completion of Zoning In consultation programs	<ul style="list-style-type: none"> • Program developed for Local Strategic Planning Statement review 	 <p>Local Strategic Planning Statement to be updated within five years in accordance with Department of Planning & Environment guidelines</p>	Land Use Planning


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


Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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 Halls Officer to engage with hall committees	<ul style="list-style-type: none"> • % of community hall user groups with current instruments of tenure agreements in place • % of committees engaged 		100% - Several short term licenses in place which will be replaced with leases as they expire	Community Spaces, Recreation & Trades
1.5.2	Engage with members of the community and the services sector to develop community connections, build social capital and local networks and promote tolerance and understanding of diversity	Implement Year 1 Action Plan of the Ageing Strategy, in consultation with key stakeholders	<ul style="list-style-type: none"> • % of Actions included in Strategy completed • # of partner organisations who contributed to implementation • Examples of outcomes achieved from implementation 		Ageing Strategy adopted by Council in March 2022. Action Plan developed and implementation has commenced with a number of partner organisations	Community Services
1.5.3	Provide financial assistance to support not-for-profit and community based organisations to deliver projects of community benefit	Administer Council's Community Donations Program in accordance with appropriate policy and budget	<ul style="list-style-type: none"> • # of community donations made • Examples of projects enabled through donations 		Funding round conducted in March with \$29,427 being allocated to 15 organisations	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.6.1	Develop local community plans for MidCoast Towns and Villages	Support the development of local community plans for MidCoast towns and villages	<ul style="list-style-type: none"> Four new community plans commence development 	 Council resolved at 27 April 2022 meeting to rescind the Local Community Planning framework (Resolution No 144/2022)	Engagement, Communication and Education

Strategy 1.7: Welcome people of all abilities and backgrounds

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.7.1	Advocate for inclusion	Develop and implement Child Safe Action Plan	<ul style="list-style-type: none"> Audit of Council activities conducted Action Plan developed # child-safe awareness activities conducted 	 Child Safe Action Plan adopted by Council at its meeting of 27 July 2022	Community Services

Strategy 1.7: Welcome people of all abilities and backgrounds					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
1.7.1 cont'd	Advocate for inclusion	Build and capitalise on networks and partnerships at local, state and federal levels to contribute to the identification and resolution of barriers to inclusion	<ul style="list-style-type: none"> • # and nature of networks and partnerships Council participated in • Examples of outcomes achieved 	 <ul style="list-style-type: none"> • 15 meetings held in relation to Youth • Partnership with Dundaloo Support Services and Manning Regional Art Gallery to celebrate International Day of People with Disability, planning commenced for 2022 event, with Dundaloo & Rotary • Working group established (Forestry NSW, The Samaritans, Uniting and other community organisations) to assist homeless community in Coopernook State Forest. Members of this community linked up with support services • 80% of Suicide Prevention Network meetings across the LGA attended • Four interagency meetings with 89 attendees • Four halls meetings with 64 attendees • Council supported five AECG meetings since January, attended by 220 participants • Council supported Aboriginal Community Working Party meetings • Council engaged with Karuah elders at a morning tea 	Community Services

Strategy 1.7: Welcome people of all abilities and backgrounds						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
1.7.2	Expand the visitor profile of the Manning Regional Art Gallery	Manning Regional Art Gallery to partner with community groups to deliver programs	<ul style="list-style-type: none"> • # of programs • # of participants • # of partnerships with community groups 		<ul style="list-style-type: none"> • 17 programs: 14 face to face, two digital, one take-home • Participant numbers: 482 face to face; 16,120 digital; 500 take-home • Four partnerships with community groups 	Growth, Economic Development & Tourism
1.7.3	Implement Council's EEO Management Plan	Develop and implement Council's Aboriginal Employment Strategy	<ul style="list-style-type: none"> • % of employees identifying as ATSI (Aboriginal and Torres Strait Islander) • Improved employee perceptions of Council as an inclusive workplace • Creation of ATSI identified positions 	N/A	Duplication - See 1.2.2	Human Resources
		Develop and implement Council's Disability Employment Strategy	<ul style="list-style-type: none"> • % employees identifying as having a disability • Improved employee perceptions of Council as an inclusive workplace • Creation of disability identified positions 	N/A	Duplication - See 1.1.5	Human Resources
		Implement Council's EEO Management Plan 2021 (Equal Employment Opportunity)	<ul style="list-style-type: none"> • Council meets its obligations under the Local Government Act; Council provides an environment where EEO, diversity and inclusion are understood, valued and applied 	N/A	Duplication - See 1.2.2	Human Resources

Strategy 1.7: Welcome people of all abilities and backgrounds						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
1.7.3 cont'd	Implement Council's EEO Management Plan	Implement Women in Leadership initiatives	<ul style="list-style-type: none"> Improved employee perceptions of Council as an inclusive workplace through survey results 		Detailed survey on women in leadership perceptions undertaken by contractor KPMG as part of Career Revive Program - finalisation of action plan underway	Human Resources




We will embrace the uniqueness and creativity of our communities

Objective 2




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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
2.1.1	Provide opportunities for community groups to utilise Council owned properties	<p>Review eligible leases/ licences for negotiation of rebates</p> <p>Identify underutilised properties and implement a plan to occupy; waiting list to be kept and prompt contact made</p> <p>Ensure properties owned are consistent with list on website</p> <p>Potential new opportunities identified through compilation and mapping of consolidated statutory Land Register</p>	<ul style="list-style-type: none"> # of community groups afforded rebates Types of community groups benefiting from rebate # of new opportunities identified 	<p>✓</p> <ul style="list-style-type: none"> Five rebates to community groups Rebates to emergency services and defence forces, dance and sporting groups Pacific Palms - one site (ex Visitor Information Centre) is currently under development assessment, the other (ex State Emergency Service) has impediments to leasing - Aboriginal Land Claim, Zoned C2 (Environmental Conservation), Crown land limiting occupations possible without development of site 	Legal & Property Services
2.1.2	Deliver Tidy Towns sustainability activities	Support Tidy Towns sustainability activities	<ul style="list-style-type: none"> # activities supported Examples of outcomes achieved 	<p>✗</p> <p>The Gloucester Tidy Towns Committee has disbanded. No further action required</p>	Community Services



Strategy 2.2: Support the preservation and uniqueness of our history and cultural heritage in our towns, villages and significant places						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
2.2.1	Implement the Heritage Conservation Management Plan	Continue to seek funding for heritage projects for the Local Government area	<ul style="list-style-type: none"> # of funding applications submitted % that were successful \$ value of funding secured Compared to previous year 	✓	No heritage grants available and therefore no applications for funding were submitted	Community Spaces, Recreation & Trades
2.2.2	Ensure consultation on future capital projects that provide opportunities or impact upon individual qualities of towns / villages	Undertake consultation during the design process with key stakeholders for: <ul style="list-style-type: none"> Isabella Street, Wingham Diamond Beach Road 	<ul style="list-style-type: none"> # of consultations undertaken # of participants Examples of consultation outcomes 	✓	Two consultations undertaken incorporating 40 participants and follow-up consultation completed Outcomes include agreement with staging of construction works and direction on material choice incorporated into the work	Transport Assets
2.2.3	Ensure our heritage is valued and conserved	Provide Local Heritage Advisory Service	<ul style="list-style-type: none"> # of occasions of heritage advice provided 	✓	166 occasions of heritage advice provided for 2021/22	Land Use Planning
		Provide Local Heritage Grant Program	<ul style="list-style-type: none"> # of grants allocated \$ value of grants provided Examples of restoration and maintenance funded by grants 	✓	<ul style="list-style-type: none"> 15 grants allocated \$27,500 in grants allocated - one grant payment (\$2,000) is deferred to 2022/23 due to delays in availability of tradespeople due to natural disasters/ COVID-19 Examples include improvements to business facades in Wingham, work at Tinonee Hall and painting of houses 	Land Use Planning

Strategy 2.3: Support and encourage our vibrant and creative arts sector						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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	Support the implementation of the MidCoast Cultural Plan 2036 Include relevant four-year actions in next Delivery Program	<ul style="list-style-type: none"> Cultural Plan strategies and priorities reflected in draft 2021-25 Delivery Program Examples 		Implementation of the MidCoast Cultural Plan included actions such as the undertaking of an audit of existing artists, practitioners and art and cultural organisers within the region and establishing a new cultural group to champion local creatives, arts groups and organisers listed as major project activities in 2022-2026	Growth, Economic Development & Tourism
		Work collaboratively with Arts Mid North Coast to identify opportunities & plans to enhance the creative arts sector	<ul style="list-style-type: none"> # of identified positive benefits Examples 		Summer Fun Program and Creative Recovery Program sessions held in the local area by Arts Mid North Coast supported by MidCoast Council. Work continues to review the current MOU with Arts Mid North Coast to ensure maximum benefits are delivered for our community	
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	<ul style="list-style-type: none"> # of local exhibitions curated # touring exhibitions curated # of visitors compared to previous year 		<ul style="list-style-type: none"> 11 local exhibitions curated 10 touring exhibitions curated 171 Artists shown 8,543 visitors compared with 10,647 from previous year. The Gallery was closed to the public for 30 days during this reporting period Facebook reach - 250,657, Facebook engagement - average of 3,000 per month, Facebook likes - 3,400 and YouTube reach - 22,000 	Growth, Economic Development & Tourism


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
2.3.2 cont'd	Provide opportunities for active and participatory arts and cultural experiences throughout the community	Prepare and deliver a range of performing and visual arts public events through the Manning Entertainment Centre and Manning Regional Art Gallery that engage a variety of target groups, in partnership with local schools, education facilities, and community groups	<ul style="list-style-type: none"> # of events conducted # of participants # of organisations that partnered in delivery Examples of different target groups reached Participant satisfaction levels if information available 	 <p>Gallery: 17 programs (14 face to face, two digital, one take-home)</p> <p>Participant numbers: 520 face to face; 16,120 digital; 500 take-home</p> <p>Four partnerships with community groups</p> <p>No public programs were able to be conducted at the Manning Entertainment Centre (MEC) due to the impact of COVID-19 on performances and staffing. A workshop was held with performer Bruce Mathiske with six participants</p>	Growth, Economic Development & Tourism
2.3.3	Investigate and undertake capital works projects to improve our cultural buildings	Complete the Cultural building minor works program	<ul style="list-style-type: none"> % of minor works program completed by 30 June 2022 	 <p>99% of works complete. Manning Regional Art Gallery air-conditioning upgrade carried over to 2022/23</p>	Community Spaces, Recreation & Trades
		Complete the construction and fit out of the new studio space at the Manning Entertainment Centre	<ul style="list-style-type: none"> Construction completed and officially opened # of events held in the new space Feedback from users (if available) 	 <p>Delayed due to continued supply change issues and weather impacts. Construction on track to be completed by August 2022. Official opening date to be confirmed. Regular bookings to commence no later than February 2023</p>	Growth, Economic Development & Tourism


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
2.3.4	Ensure the Manning Regional Art Gallery is well maintained and meets industry standards	Seek funding to improve the Manning Regional Art Gallery's Heating, Ventilation, Air Conditioning (HVAC)	<ul style="list-style-type: none"> • # of funding applications submitted • % successful • \$ value of funding received 	 <p>Nil funding applications made. Funded using MidCoast Council Community Spaces Capex budget</p>	Community Spaces, Recreation & Trades
2.3.5	Ensure the Manning Entertainment Centre is well maintained and sustainable opportunities are taken to cater for the future of performing arts in the MidCoast region	Continue planned upgrades of the Centre	<ul style="list-style-type: none"> • Examples of improvements made • \$ External funding secured to support upgrades • Feedback from users (if available) 	 <p>Construction of new studio theatre space (The Beryl Jane Flett Studio) has progressed and is due for completion August 2022. Additional \$1M secured for project from Federal Government</p> <p>\$250,000 secured via the NSW Government's Creative Capital program for upgrading the lighting in the main theatre</p> <p>Annual program continues to repair chairs in main theatre on a rolling basis</p>	Growth, Economic Development & Tourism

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
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 whilst identifying target markets	<ul style="list-style-type: none"> • # of events and programs presented • # of people attending • Examples of customer feedback 	 <p>Despite ongoing impacts of COVID-19, the Manning Entertainment Centre hosted six film screenings with 164 patrons, 62 performances with 19,400 patrons and 150 friends memberships. One of the major events was the Taree Arts Society production of Mamma Mia which ran for 13 shows</p> <p>Example of feedback:</p> <p>"This is the third show I have seen here, all were amazing the staff friendly and helpful</p> <p>Premises clean, seating was fantastic got to see all of the show." And "I just wanted to compliment all staff at the Manning Entertainment Centre for bringing the brilliant production of Jane Eyre to Taree last Wednesday, 1st June. We don't often enjoy the experience here in rural NSW of seeing such dramatic stage plays so being able to enjoy such a professional production was a fantastic bonus....."</p>	Growth, Economic Development & Tourism

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






Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
2.3.7	Provide opportunities at local libraries to showcase local talent	Libraries will showcase local talent by hosting gallery exhibitions, hosting creative arts displays, supporting author talks and other forms of live entertainment	<ul style="list-style-type: none"> • # of author talks • # of participants • # of gallery exhibitions • # of arts displays hosted 	 <p>11 monthly art shows at Hallidays Point Library</p> <p>Great Lakes Photography and Art Clubs displays at Forster Library</p> <p>Harrington Art Group 22 sessions held at Harrington Library</p> <p>Writers Groups at Forster, Taree, Harrington - 28 sessions hosted</p> <p>Online/Streamed author talks 11 sessions, 200 attendees</p>	Libraries


WE VALUE...






a connected community








Strategy 3.1: Encourage and expand volunteering opportunities

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
3.1.1	Integrate and align Council's framework for attracting, engaging and retaining volunteers	Finalise development of Volunteer Framework for approval Commence implementation of framework across all areas of Council	<ul style="list-style-type: none"> Framework developed and submitted for approval % of volunteers managed through a central database # of inductions for new volunteers 	 The Framework is completed and approved. Efforts are being focussed on implementing the Framework across all sections	Community Services
3.1.2	Provide opportunities for volunteering in the delivery of Council's services and recognise the contribution made by volunteers	Finalise development of Volunteer Framework for approval	<ul style="list-style-type: none"> Framework approved # implementation activities completed 	 The Framework is completed and approved. Implementation is in progress	Community Services
		Host Council volunteer recognition events during National Volunteers Week	<ul style="list-style-type: none"> At least two events held # of Council's registered volunteers attending 	 Volunteer lunch events were hosted in four locations across the LGA, attended by approximately 250 volunteers	Community Services
		Encourage volunteer involvement at our libraries	<ul style="list-style-type: none"> # of library volunteers 	 174 volunteers have continued to support the library service points, home library deliveries, homework help tutoring and family history research	Libraries
3.1.3	Continue to support volunteer mowing and land care programs	Promote opportunities to volunteer in the mowing and landcare programs to attract new volunteers Work with the community to have over 1,150 engaged volunteers by the end of 2021/22 FY	<ul style="list-style-type: none"> Total # of volunteers in program (target = 1,150) # of new volunteers recruited in response to promotion activities 	 1,240 volunteers in program Mid year increase of 110 volunteers in response to promotion activities 98 fewer volunteers compared to mid year	Community Spaces, Recreation & Trades



Strategy 3.1: Encourage and expand volunteering opportunities					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
3.1.4	Expand and support volunteer programs in areas where there is no current activity	Increase volunteer support in areas where there is no activity through promotion of volunteer opportunities	<ul style="list-style-type: none"> # of hours supporting volunteer groups # of newly formed groups 	 <p>1,956 staff hours have been dedicated to supporting volunteer groups</p> <p>Two newly formed groups are now active</p> <p>We have reached capacity and cannot manage any further groups with existing resources</p>	Community Spaces, Recreation & Trades

Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
3.2.1	Enable Aboriginal partnership programs where possible in the management of the natural environment	Engage local Aboriginal groups in the planning of Council's environmental restoration projects such as the Big Swamp Project	<ul style="list-style-type: none"> Engagement of local Aboriginal Land Council undertaken around the Big Swamp Restoration Project Examples of works/ projects 		Local Aboriginal groups (Local Aboriginal Land Councils & Taree Indigenous Development and Employment) engaged in a number of Natural Resource Management projects	Natural Systems
3.2.2	Develop library facilities to meet the changing and ongoing needs of the community	Conduct libraries community survey in 2022 and report on actions from the 2019 survey	<ul style="list-style-type: none"> Survey conducted Achievement of outcomes from 2019 survey - examples 		2022 Library Survey undertaken to understand the changing and ongoing needs of the community	Libraries
		Trial new service delivery model at Harrington Library and monitor success Report on project	<ul style="list-style-type: none"> Model implemented Trial monitored and report submitted 		Model successfully implemented and running as planned. Awarded Highly Commended Award by the Local Government Professional Association in May 2022	Libraries
3.2.3	Enhance access to the library collections	Purchase new stock and review age of current Library collection to ensure it remains current and relevant to community	<ul style="list-style-type: none"> # of new items purchased Age of collection 		16,756 new physical resources added to the collection in 2021/22 78% collection less than 10 years old	Libraries
		Consolidate and enhance the collection for the new Forster Library	<ul style="list-style-type: none"> New Library opened Collection changes completed 		Work is still being done to enhance the collection in preparation for the move to Civic Precinct. Senior library staff actively involved with Civic Precinct planning meetings	Libraries


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
3.2.3 cont'd	Enhance access to the library collections	Trial new short-term lending and seed library collection	<ul style="list-style-type: none"> Collections introduced to at least one library site # loans of new collection items 	 18,262 loans from QikPik collection. Resources available at all library locations, following success of program at Taree and Forster	Libraries
3.2.4	Conduct events and programs through the library that provide opportunities for social inclusion and demonstrate the library's role as a cultural centre for the community	Conduct events and programs in alignment with community needs	<ul style="list-style-type: none"> # of programs and events # of participants positive survey responses 	 Post-event surveys are sent to attendees, via SurveyMonkey, which integrates with the Eventbrite ticketing platform. Responses will inform future programming	Libraries
3.2.5	Provide support for local content in the library collections	Expand the online digitised local history collection	<ul style="list-style-type: none"> # of digitised items added to the collection 	 Expansion of the online digitised local history collection has been delayed as a result of a lack of staffing resources	Libraries
3.2.6	Provide library services targeted at enhancing community access	Deliver an outreach and delivery program to seniors and those with restricted mobility	<ul style="list-style-type: none"> # of clients serviced by the program % of program participants who report satisfaction with service 	 334 clients in-home delivery, 21 residential aged care centres supported Click & Collect 812 - return of in-library visitations reduced demand on Click & Collect Service	Libraries
		Assist residents to improve literacy levels and their quality of life through the "Better Reading Better Community" initiative	<ul style="list-style-type: none"> # of active tutors 	 Six active tutors - recruitment of new volunteers impacted by COVID-19 restrictions Library staff are participants in interagency early literacy round table, auspiced by Mission Australia Communities for Children	Libraries




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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
4.1.1	Deliver maintenance programs within allocated budgets	Deliver annual resealing program within allocated budgets and timeframes	<ul style="list-style-type: none"> % program completed Examples of significant reseal projects completed from the works program 	 93% of program completed Examples: Lansdowne Road, various Taree Streets, Mayers Drive (Tuncurry), Seal Rocks Road, Coomba Road	Operations
		Deliver annual: <ul style="list-style-type: none"> Rural road maintenance program Urban road maintenance program Regional road maintenance program 	<ul style="list-style-type: none"> % of annual maintenance program completed Examples of significant works completed 	 100% of program completed Examples: Little Bunyah Road Resheeting, Kauthi Road Resheeting, drainage maintenance works after flood events, pothole patching The Lakes Way, Illawong Road maintenance grading and gravel patching, Ampat Place drainage maintenance Additional budget approved for maintenance on transport assets reflecting the impact of the ongoing persistent wet weather that included two storm events that were declared as natural disasters	Operations



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



Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
4.1.2	Efficiently manage maintenance of the road network	<p>Identify high risk road maintenance issues and prioritise these works according to available resources</p> <p>Identify improvement opportunities including the adoption of new processes or technologies</p> <p>Recycling and reusing e materials where possible</p>	<ul style="list-style-type: none"> • % of safety service requests completed on time • % of maintenance budget spent • # of new processes or technologies trialled • Examples of types and amount of materials 	<p> 85% service requests completed on time. The ongoing persistent wet weather, including two storm events that have been declared natural disaster, has caused significant damage to the roads and stormwater drainage networks resulting in a significant number of service requests that has directly impacted on this result</p> <p>100% Maintenance budget spent</p> <p>Recycling materials:</p> <ol style="list-style-type: none"> 1. Stabilising existing pavements as rehabilitation technique (reuse existing material) – Stanley Street (Forster), Bullocky Way, Lakes Way at Wattley Hill Road, Bucketts Way at St Claires, Corilla Street (Hawks Nest), Bombah Point Road (Bulahdelah), Deep Creek Road (Hannam Vale) 2. Clay material stockpiled and used as capping material at waste centres – Diamond Beach Road 3. Removed trees chipped and stockpiled for use in gardens – Tea Gardens Depot 4. Damaged street signs and steel stockpiled and sold as scrap metal 	Operations


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
4.1.2 cont'd				<p>5. Heavy Patching excavated material stockpiled and used for gravel patching when maintenance grading</p> <p>6. Damaged/ removed concrete pipes and footpath taken to recycling facility to be reused</p>	
4.1.3	Implement a single Enterprise Resource Planning solution for MidCoast Council to enable Strategic Asset Management	Archive and retire legacy systems	<ul style="list-style-type: none"> % of legacy system retired 	 Although a single Enterprise Resource Planning (ERP) solution has been implemented and is running well, there is still reliance on old legacy systems to extract historical information. This will be remediated in the Business Transformation Program	Information Technology
		Build on current single Enterprise Resource Planning solution with additional modules	<ul style="list-style-type: none"> % of new modules implemented 	 A number of additional modules were implemented over the past 12 months but it was agreed that a more strategic approach was required to provide greater efficiencies. The remaining modules will be implemented in the Business Transformation Program	Information Technology
4.1.4	Develop and refine asset management strategies, plan and policies	In conjunction with the internal Asset Management Working Group, revise the Asset Management Plan and Strategy for Transport Assets	<ul style="list-style-type: none"> Transport asset management plan & strategy completed 	 Asset Management Strategy has been adopted as part of the Resourcing Strategy. Policy has been updated but the individual asset plans have not yet been updated	Transport Assets

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
4.1.5	Plan for future traffic needs as part of the capital works program	<p>Monitor traffic flows and accident data to identify traffic movement trends and “black spots” in the transport network</p> <p>Implement safety or road efficiency improvements accordingly</p>	<ul style="list-style-type: none"> • # of “black spots” or traffic improvement sites identified • # of safety improvements implemented in response • # of funding applications submitted • \$ value of funds received 	 <p>Eight sites identified Three 3 safety improvement projects in progress Eight applications submitted \$12.9M in funding received</p>	Transport Assets
4.1.6	Implement Developer Contribution funded projects	Implement Phase 2 of MidCoast Developer Contributions Plan Project	<ul style="list-style-type: none"> • % of Phase 2 projects completed - incorporating regional and local facility work schedule preparation 	 <p>State Government yet to release final contribution reforms following exhibition in late 2021 which will influence how this project is undertaken. Community facilities in current plans and future needs were investigated during reporting period while the roads and open space component reviews will be completed in 2022/23, informing the proposed new plans</p>	Land Use Planning





Strategy 4.2: Encourage the use of alternative transport options through the provision of a safe, accessible and connected walking and cycling network						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
4.2.1	Develop and implement both a Pedestrian Access and Mobility Plan and a Bike Plan	Pursue funding opportunities based on the priority programs listed in both the Pedestrian Access and Mobility Plan and the Bike Plan	<ul style="list-style-type: none"> • # of grant applications submitted • # of applications successful • \$ value of grants received • Examples of works funded by the grants 		<p>13 funding applications were submitted</p> <p>Grants applications total \$4.1M</p> <p>One application successful for \$200,000 in works</p> <p>12 applications pending assessment by Transport for NSW</p>	Transport Assets
4.2.2	Efficiently manage maintenance of our walking and cycling network	<p>Identify high risk walking and cycling maintenance issues and prioritise these works according to available resources</p> <p>Identify improvement opportunities including the adoption of new processes or technologies</p> <p>Recycling and reusing materials where possible</p>	<ul style="list-style-type: none"> • % of safety service requests completed on time • % maintenance budget spent • # of new processes or technologies trialled • Examples of types and amount of materials 		<p>90% service requests completed on time</p> <p>100% budget spent</p> <p>Recycling materials:</p> <ol style="list-style-type: none"> 1. Damaged footpath taken to recycling facility to be reused 2. Concrete grinding undertaken where possible meaning concrete is not removed. Examples are in Tea Gardens, Taree and adjacent to the Ambulance Station (Tuncurry) 	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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 Apply for funding to implement public transport improvements	<ul style="list-style-type: none"> • # of State Government transport grants submitted • % of applications that were successful • \$ value of grants received • Examples of improvements made from grant funding 		17 transport grants submitted 53% of applications were successful \$1.54M in grants received Improvements include bus shelters and improved road pavement/surface	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
5.1.1	Implement system upgrades to improve connectivity and improved ways of working	Upgrade sites with new Wide Area Network (WAN) connectivity and network & security equipment	<ul style="list-style-type: none"> % of site upgrade and connected to new WAN 	 100% of connections upgraded to all sites. A number of sites still need equipment to be refreshed and will be completed in 2022/23	Information Technology
5.1.2	Implement electronic parking infringement technology	Investigate the use of electronic parking sensors within the Taree CBD and provision of additional electronic parking sensors within the Forster CBD	<ul style="list-style-type: none"> Feasibility study to be completed by November 2021 	 Feasibility study completed. Trial installation of electronic parking sensors in targeted location in Taree CBD to proceed in the next reporting period. Expansion of electronic parking in the Forster CBD will not proceed in the next reporting period	Major Assessment and Regulatory Services
5.1.3	Expand consumer experiences at Manning Regional Art Gallery through new technologies	Investigate opportunities for new technologies to be incorporated into the annual program	<ul style="list-style-type: none"> # of new technologies implemented # of participants accessing new technologies in the program Example of new technologies 	 Two new technologies implemented 3,000 participants accessing new technologies in the program Example of new technologies include projection and sound	Growth, Economic Development & Tourism
5.1.4	Provide online access through library services utilising current and emerging technologies	Provide free Internet access, including Wi-Fi across all staffed library service points	<ul style="list-style-type: none"> # internet sessions 	 10,987 Wi-Fi logins 10,166 sessions 7,036 hours in-library use	Libraries

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
5.1.5	Develop online collections and services at local libraries	Increase eAudio and eBook collections and develop online services	<ul style="list-style-type: none"> # titles in eAudio and eBook Examples of new online services provided # eBooks and eAudio loans 	 <p>eBook Loans 37,434 eAudio Loans 31,605 Streaming Films/TV/Music Loans 4,384 eMagazines Loans 10,949</p>	Libraries






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


Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
5.2.1	Support Telco Authority – Government Radio Network (GRN)	Continue to support the Telco Authority while it establishes the GRN	<ul style="list-style-type: none"> Access provided 100% of occasions when required by Telco Authority 	 <p>Access provided 100% of occasions when required by Telco Authority</p>	Information Technology
5.2.2	Support communications providers to maximise communication opportunities on Council assets	<p>Negotiate leases and licences on Council land for the installation of telecommunications equipment</p> <p>Potential new sites may be identified through compilation and mapping of "MidCoast Council statutory Land Register"</p>	<ul style="list-style-type: none"> # of leases and/or licences established this period \$ value of income from leases/licences # of new sites identified 	 <p>Telstra (Amplitel) x three sites completed</p> <p>Optus x three draft Heads of Agreement sent and ongoing expected completion November 2023</p> <p>Initial investigation shows limited sites suitable however further investigation will continue with internal stakeholders</p>	Legal & Property Services

We protect the health and safety of our communities

Objective 6

Strategy 6.1: Work together to promote and enhance community safety




Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.1.1	Collaborate with local health services and police on community health and safety issues and opportunities	Participate in Local Health Committees across the local government area to foster continued partnerships between Council and Hunter New England Health (HNEH) that improve the wellbeing of residents	<ul style="list-style-type: none"> At least 75% of scheduled meetings attended in all three localities Examples of outcomes achieved 	 Council is represented at 90% of Community Health Meetings in Gloucester, Forster and Taree	Community Services
		Participate in Community Safety Precinct Committee meetings across the local government area in order to promote safety messages and improve safety in the broader community	<ul style="list-style-type: none"> At least 75% of meetings attended 	 Meetings were cancelled during the COVID-19 pandemic and have not yet been reconvened by NSW Police	Community Services
6.1.2	Develop and implement an integrated compliance strategy, policy and related procedures	Finalise development of a revised compliance policy	<ul style="list-style-type: none"> Compliance Policy endorsed and in force 	 Compliance and Enforcement Policy endorsed by Council's Policy working group in June 2022. The draft policy has progressed to public exhibition phase	Major Assessment and Regulatory Services
		Develop register of current work practices and, where required, develop formalised procedures for compliance actions	<ul style="list-style-type: none"> Procedures documented and in operational use 	 Operational procedures documented and in use	Major Assessment and Regulatory Services
		Conduct investigations in response to complaints of unlawful development or land use	<ul style="list-style-type: none"> Percentage actioned within 10 days - Target 75% 	 Targets met	Major Assessment and Regulatory Services

Strategy 6.1: Work together to promote and enhance community safety					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.1.3	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Convene & Chair the Local Emergency Management Committee (LEMC)	<ul style="list-style-type: none"> # of meetings held # of agencies represented 	 <p>Two - face to face full Local Emergency Management Committee (LEMC) Meetings held</p> <p>78 COVID Response Group online meetings held</p> <p>23 agencies/organisations involved, including the addition of Tobwabba Health, Biripi Health, Aboriginal Affairs, Hunter New England Health, Resilience NSW in the LEMC COVID-19 Subgroup meetings</p> <p>A focus on supporting our vulnerable communities was also prioritised</p> <p>15 - March 2022 flood event online meetings held</p> <p>One - online Gloucester area 31 May blackout held</p> <p>Two - March 2022 Emergency Operations Centre activations</p> <p>Taree Airport Emergency Management Exercise held 18 June (necessary to maintain CASA accreditation)</p> <p>All 16 LEMC agencies participated in these activities</p>	Infrastructure & Engineering Services / Engagement, Communication and Education





Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.1.4	Promote the improvement of food handling standards at food premises	Inspect local food premises and apply a risk rating in accordance with the Food Authority guidelines	<ul style="list-style-type: none"> 100% of food premises inspected based on risk profile 	 Back log of food premises inspections, due to COVID-19, have been undertaken and inspection program is up to date	Building & Environmental Health Services
		Provide education to promote safe food handling through seminars to existing and new food business operators	<ul style="list-style-type: none"> # of seminars held # of participants in attendance % of new food handling participants represented at seminars 	 Food seminars conducted in February 2022 - 32 participants in attendance including representatives from four new businesses. The percentage of new food handling participants was 13%	Building & Environmental Health Services
6.1.5	Undertake dog owner regulation compliance	Maintain the companion animal register in accordance with Office of Local Government requirements	<ul style="list-style-type: none"> % of updates completed within 7 days 	 Targets met	Major Assessment and Regulatory Services
		Maximise companion animal registrations	<ul style="list-style-type: none"> % of letters sent within 60 days following due date of registration 	 Engagement via local media completed. Follow up registration program commenced and to continue into future reporting periods	Major Assessment and Regulatory Services
		Develop register of current work practices and, where required, develop formalised procedures for management of animals	<ul style="list-style-type: none"> Procedures documented or developed and formalised 	 Companion Animal Management Plan developed in conjunction with operating procedures	Major Assessment and Regulatory Services

Strategy 6.1: Work together to promote and enhance community safety



Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.1.6	Maintain safe work sites to minimise risk to the community	Undertake WHS education program	<ul style="list-style-type: none"> # leaders trained # staff trained # toolbox talks completed 	 <p>Due Diligence and Work Health and Safety (WHS) leadership training scheduled for people leaders in 2022/23</p> <p>700+ staff trained in various mandatory and role specific WHS training disciplines</p> <p>74 toolbox talks delivered</p>	Human Resources
		Undertake WHS compliance program	<ul style="list-style-type: none"> # audits completed % audits that don't require corrective action 	 <p>250 site audits completed</p> <p>95% of audits compliant, requiring no immediate corrective actions</p>	Human Resources
		<p>Ensure Contractors being engaged by MidCoast Council manage worksites in a manner safe for public and construction personnel:</p> <ul style="list-style-type: none"> Audit contractor insurances Audit contractor WHS systems Monitor annual accident and near-miss data for all of Council's capital works projects <p>Transfer panel contracts to Vendor Panel with insurance details registered with policy expiry dates</p> <p>Include in Project Management framework a process to ensure contractors read and sign MidCoast Council WHS Handbook Pre-start of construction</p>	<ul style="list-style-type: none"> % of contractor audits undertaken # of accidents and near-misses identified Examples of corrective actions taken Vendor Panel maintained Process completed and followed 	 <p>Panel contracts have been transferred to Vendor Panel</p> <p>Insurance details are uploaded by supplier in Vendor Panel portal</p> <p>Accident and near miss data monitored by Project Managers</p> <p>Project Management Framework identifies pre-start meeting for contractors where Work Health and Safety (WHS) policies and procedures are to be adopted for the project</p>	Water Project Delivery / Projects & Engineering

Strategy 6.1: Work together to promote and enhance community safety						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
6.1.7	Provide safe public areas	Record and remove/repair vandalism and graffiti in a timely manner	<ul style="list-style-type: none"> % of reported vandalism and graffiti repaired/ removed within 1 week 	✓	99% of graffiti removed within 1 week	Community Spaces, Recreation & Trades
		Proactively respond to complaints in relation to trees presenting as hazards on public land	<ul style="list-style-type: none"> 100% of complaints responded to 	✓	100% responded (94% within 10 business days)	Community Spaces, Recreation & Trades
6.1.8	Ensure our roads are safe	<p>Identify high risk road maintenance issues and prioritise these works according to available budget</p> <p>Ensure adequate resources are made available to complete work efficiently and safely</p> <p>Monitor expenditure against budget</p> <p>Identify opportunities for improvement including the adoption of new processes or technologies</p>	<ul style="list-style-type: none"> # of overdue safety service requests % maintenance budget spent Identify any new processes or technologies trialled 	✓	<p>Nil overdue safety customer service requests. Most safety requests are downgraded following inspection by operational staff, or immediate measures are put in place to reduce the risk until more permanent repairs are made</p> <p>Maintenance budget 100% spent</p> <p>New processes or technologies trialled:</p> <ol style="list-style-type: none"> Asphalt (Hotmix) patching in high use areas to reduce impacts on traffic and ability to complete when weather conditions are less than favourable Use of 100mm minus on gravel road to provide a more weather resistant surface and able to be completed in less than ideal weather conditions Trialled various cold mix products from various sources and found a product that performs better during the unfavourable weather conditions 	Operations




Strategy 6.1: Work together to promote and enhance community safety					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.1.9	Provide safe public swimming pools	Complete water testing in accordance with recognised standards and regulations	<ul style="list-style-type: none"> # and frequency of tests per pool completed % of compliance 	 Testing carried out in accordance with regulations 100% compliance	Community Spaces, Recreation & Trades
6.1.10	Ensure building certification services are customer focused	Council's building surveyors to undertake accredited training related to building certification	<ul style="list-style-type: none"> 100% of Council Building Certifiers achieve the minimum mandatory continuing professional development required for accreditation 	 Staff continue to maintain mandatory continuing professional development	Building & Environmental Health Services
		Maintain, develop and promote a fast track development application service	<ul style="list-style-type: none"> Fast track application process is maintained and developed in MC1 and promoted directly to local building industry associations <p>MC1 = Council's 'Enterprise Software for Local Government' provided by TechnologyOne</p>	 Completed and continuing messaging to customers and industry, including at Master Builder Association meetings	Building & Environmental Health Services
		Proactively engage with the local building industry in order to build a positive and productive relationship	<ul style="list-style-type: none"> # of presentations made to local building associations # of attendees % of participants who report dissatisfaction with their relationship 	 Master Builder presentations to both the Forster/Taree Group and the Gloucester group completed, March and April 2022. Approximately 40 attendees at the Forster/Taree meeting and 15 at the Gloucester meeting. Council's active participation continues to receive 100% of positive feedback	Building & Environmental Health Services

Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
6.1.11	Raise community awareness of swimming pool safety	Create partnerships with industry bodies to provide promotional materials which promote swimming pool safety in the local area	<ul style="list-style-type: none"> Promotional material available to the public at each Council office 	✓	Promotion material available at each office and on website	Building & Environmental Health Services
6.1.12	Develop an integrated essential fire safety measures database	Integrated essential services database process is reviewed and refined to meet industry requirements	<ul style="list-style-type: none"> Database is up to date and meets industry requirements 	✓	Database continues to be maintained in line with legislative requirements	Building & Environmental Health Services
6.1.13	Establish a building fire safety upgrade program	Embed a framework and process for conducting new fire safety upgrades and monitoring progress of existing building upgrade projects	<ul style="list-style-type: none"> Engage with local fire safety practitioners to provide feedback on current fire safety processes 	✓	Framework for fire safety upgrades completed	Building & Environmental Health Services



Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.2.1	Implement secure and resilient Water and Sewer communication network with 99% uptime	Upgrade Western backhaul to Gloucester Software-defined Wide Area Network (SD-WAN) rollout to 4G only sites Virtual Private Network (VPN) rollout to Fibre to the Node sites	<ul style="list-style-type: none"> Communication network is able to measure greater than 99% uptime for critical assets % of SD-WAN & VPN sites rolled out 	 <p>Delayed due to weather conditions Expected to be completed by the end of June 2023</p>	Information Technology
6.2.2	Work with stakeholders to support and sustain connection of water and sewer services	Negotiate and secure easements and other instruments to support tenure including: <ul style="list-style-type: none"> Complete proposed acquisition of land for Careys Mountain Negotiations complete for easements for new sewer rising main from Tea Gardens to Hawks Nest Sewage Treatment Plant Negotiations complete for easements for Brimbin water transfer main Negotiations complete for easements for Old Bar Rising Main 08 Negotiations complete for easements for Blackhead Rd Mains Renewal Future Peg Leg Creek Dam site acquisition from State Forests Negotiations complete for easements for Old Bar Rd for Water Main Relocations 	<ul style="list-style-type: none"> % of land matters completed to allow project milestones to be met 	 <p>Most acquisitions not completed by June 30 2022 (not impacting project delivery):</p> <ul style="list-style-type: none"> Old Bar, Tea Gardens/Hawks Nest and Careys Mountain - underway Peg Leg Creek Dam - continuing Brimbin route - yet to be finalised Blackhead - complete 	Water Planning & Assets




Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
6.2.3	Develop and maintain stormwater management systems in accordance with asset management plans	Undertake capital improvements to the stormwater drainage system in accordance with work programs and stormwater management plans	<ul style="list-style-type: none"> % of scheduled works completed on time and on budget 		100% of stormwater program projects were completed within agreed time and budget	Transport Assets
6.2.4	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Deliver capital projects to improve the environment and health performance of water services systems, including:	<ul style="list-style-type: none"> % of projects completed or progressed to the identified phase of the Gateway delivery process 		All major water capital works projects are in progress or have been through the Project Management Framework gateway process	Water Project Delivery
		Complete construction of Pacific Palms Sewage Treatment Plant Stage 1 – Wet weather storage	<ul style="list-style-type: none"> Construction complete by 30 Dec 2021 		Construction completed	Water Project Delivery
		Complete construction of the Gloucester Water supply reservoir replacement project	<ul style="list-style-type: none"> Construction complete by 30 June 2022 		Revised project schedule endorsed at 27 April 2022 Council meeting due to head contractor going into liquidation (Resolution No. 156/2022) for completion by December 2023	Water Project Delivery
		Complete concept design and detailed design underway for the Hawks Nest Sewage Treatment Plant upgrade	<ul style="list-style-type: none"> Detailed design underway by 30 June 2022 		Concept design completed and detailed design underway	Water Planning & Assets / Water Project Delivery
		Complete investigation & project plan for water filling stations	<ul style="list-style-type: none"> Project plan complete by 30 June 2022 		Project initiated but project plan not complete	Water Planning & Assets
		Implement inflow and infiltration reduction program	<ul style="list-style-type: none"> % reduction in wet weather flows in targeted sewer catchments and schemes 		Program has been implemented however insufficient data currently available to determine % reduction	Water Planning & Assets / Water Operations





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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.2.4 cont'd	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Monitor customer consumption and water security to inform and assist with decision making	<ul style="list-style-type: none"> Monthly reports completed and provided to Council Quarterly reports completed and provided to Council 	 All monthly/quarterly reports completed as required	Water Management & Treatment / Water Planning & Assets / Water Project Delivery
		Identify ways to increase efficiency of water & sewer services including energy efficiencies	<ul style="list-style-type: none"> # of measures introduced Examples of efficiencies 	 Completed 12 months water quality and treatment performance review Achieved cost savings by minimise power consumption during peak and/or shoulder tariff at Bootawa Water Treatment Plant Assessed all six recommendations suggested from previous energy audit at sewage treatment plants	Water Management & Treatment
		Continue implementation of the Drinking Water Quality Management Plan, including regular reporting to NSW Health <ul style="list-style-type: none"> Implement water hygiene program including use of ozone trailer Complete 6 months'-auditing on chemical usage Implement backflow prevention program Develop emergency management plan 	Achieve compliance to Australia Drinking Water Guideline along with the following: <ul style="list-style-type: none"> Greater than 99% of biological compliance 99% of physical compliance 95% of chemical compliance 	 Achieved compliance to Australian Drinking Water Guidelines along with the following: <ul style="list-style-type: none"> 100% of biological compliance 100% of physical compliance >98% of chemical compliance 	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team	
6.2.4 cont'd	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Continue implementation of the Recycled Water Quality Management Plans: <ul style="list-style-type: none"> Regular monitoring, review and reporting Annual return to Department of Planning Industries & Environment (DPIE) 	<ul style="list-style-type: none"> NSW Environmental Protection Authority (EPA) informed of any incidents 100% of the time Annual Return to DPIE completed 		Informed NSW Environmental Protection Authority (EPA) of all incidents 100% of the time Completed all annual returns to Department of Planning Industries & Environment (DPIE) as required	Water Management & Treatment	
		Monitor trade waste, surface and groundwater catchments for compliance with regulator conditions and report to DPIE	<ul style="list-style-type: none"> Annual report to DPIE completed # of non-compliance 		Completed annual report to Department of Planning Industries & Environment (DPIE) as required 100% compliance with reporting requirements with regulators		Water Management & Treatment
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	Complete the Issues and Options phases and commence the Scenarios phase of the Integrated Water Cycle Management (IWCM) Strategy review	<ul style="list-style-type: none"> Issues and Options phases complete and Scenarios phase underway 30 June 2022 		Existing plans implemented. Integrated Water Cycle Management Issues Paper complete and Options phase underway	Water Planning & Assets	
		Complete the detailed design for long term service delivery strategies and asset upgrades	<ul style="list-style-type: none"> Refer to individual measures below 	N/A	See below		Water Planning & Assets / Water Project Delivery
		Complete detailed design and commence construction for the new Gloucester Sewage Treatment Plant	<ul style="list-style-type: none"> Detailed design complete and construction underway 30 June 2022 		Revised project schedule endorsed within the Concept Gateway report and monthly capital works status report at 23 February 2022 Council meeting (Resolution No. 74/2022). Project was delayed due to licence negotiations and land rezoning. Detailed design underway and anticipating 18 to 24 months		

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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.2.5 cont'd	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Nabiac Borefield and Water Treatment Plant upgrade	<ul style="list-style-type: none"> Detailed Design complete and construction underway 30 June 2022 	 Nabiac Borefield expansion project delayed due to bore licence process and contractor availability for test bore construction. Nabiac Borefield expansion ready to design gateway report, and revised schedule endorsed at 27 July 2022 Council Meeting (Resolution No. 278/2022) Nabiac Water Treatment Plant (WTP) detailed design underway, scheduled for completion in August 2022 with ready to implement gateway expected in October 2022. Construction to begin on both WTP and Borefield by December 2022	Water Planning & Assets
		Complete detailed design for the Harrington Sewage Treatment Plant upgrade Stage 1B	<ul style="list-style-type: none"> Detailed design complete for Stage 1B of the Harrington Sewage Treatment Plant upgrade 	 Project has been placed on hold until resources are available to focus on Hawks Nest and Gloucester Sewage Treatment Plant project. Council endorsed monthly status report update on 23 March 2022 placing the project on hold (Resolution No. 117/2022)	Water Planning & Assets





Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.2.5 cont'd	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Complete construction of Hallidays Point Sewer Pump Station No.13	<ul style="list-style-type: none"> Complete construction 30 June 2022 	 Revised project schedule was endorsed at 27 April 2022 Council meeting (Resolution No. 151/2022). Project delayed due to substantial wet weather and COVID-19. Construction is scheduled for completion December 2022	Water Planning & Assets
		Complete concept and detailed design for or new sewer rising main from Tea Gardens to Hawks Nest Sewage Treatment Plant	<ul style="list-style-type: none"> Detailed design complete 30 June 2022 	 Revised project schedule and budget endorsed by Council at the 22 September 2021 meeting with ready to design gateway report (Resolution No. 289/2021). Detailed design underway and due for completion in mid to late 2023. Delay in design due to land access coordination, EPA licence conditions and formation of professional services panel	Water Planning & Assets / Water Project Delivery
		Complete concept and detailed design for new Old Bar 08 sewer rising main and pump station	<ul style="list-style-type: none"> Detailed design complete 30 June 2022 	 Overall project schedule endorsed via the ready to initiate gateway report at the Council meeting 27 April 2022 (Resolution No. 151/2022). Concept design is nearing completion with detailed design scheduled for completion in December 2023	Water Planning & Assets / Water Project Delivery

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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.2.5 cont'd	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Complete concept and commence detailed design for new sewer rising main from Cundletown to Dawson Sewage Treatment Plant and associated pump station	<ul style="list-style-type: none"> • Concept design complete and detailed design commenced 30 June 2022 	 Overall project schedule endorsed via the ready to initiate gateway report at the Council meeting 27 April 2022 (Resolution No. 151/2022). Concept design is scheduled for completion by December 2022	Water Planning & Assets / Water Project Delivery
		Complete detailed design for relocation of gravity main and rising main from Wingham Brush including associated pump station	<ul style="list-style-type: none"> • Detailed design complete 30 June 2022 	 Overall project schedule endorsed at ready to initiate gateway report at 22 February 2022 Council meeting (Resolution No. 74/2022). Concept design is scheduled for completion by December 2022	Water Planning & Assets / Water Project Delivery
		Develop Asset Management Strategy in line with the Integrated Planning & Reporting (IP&R) requirements	<ul style="list-style-type: none"> • Asset Management Strategy adopted by Council by 30 June 2022 	 Asset Management Strategy adopted as part of the Resourcing Strategy	Asset Management Working Group (AMWG) Water Planning & Assets
		Deliver the Asset Management Working Group (AMWG) Program Plan	<ul style="list-style-type: none"> • AMWG Program Plan actions delivered in line with endorsed timeframes 	 Plan completed and adopted by Council	Asset Management Working Group (AMWG) Water Planning & Assets

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



Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
6.2.5 cont'd	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Develop Total Asset Management Plan (TAMP) for Water & Sewer assets integrated with the IWCM	<ul style="list-style-type: none"> Water & Sewer TAMP adopted by Council by 30 June 2022 		Asset Strategy Complete. Total Asset Management Plan not completed	Water Planning & Assets
		Continue to deliver the Backflow Prevention Program to ensure that privately owned testable devices are compliant	<ul style="list-style-type: none"> % of endorsed program delivered within budget and on time 		Program implemented and ongoing	Water Planning & Assets
		Renew water mains in accordance with the asset renewal program including: Various critical water mains replacements within the Gloucester, Taree, Tuncurry and Cundletown Blackhead Road Water Main renewal and upgrade	<ul style="list-style-type: none"> % of program delivered within budget and on time 		Renewals program completed with 100% of allocated budget expended	Water Project Delivery
		Renew or reline sewer mains in accordance with the asset renewal program including mains in Tuncurry, Forster, Tea Gardens and Cundletown	<ul style="list-style-type: none"> % of program delivered within budget and on time 		Major relining works scheduled for Gloucester and Hawks Nest have been delayed due to contractors availability. Works currently underway and will form part of the 2022/23 program	Water Project Delivery

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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.2.5 cont'd	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Upgrade Harrington Vacuum Pump Station	<ul style="list-style-type: none"> Upgrade complete as per Project Requirement Statement 30 Jun 2022 	 Council has endorsed the ready to design gateway report at 27 July 2022 Council meeting including schedule and budget modifications (Resolution No. 278/2022). Detailed design scheduled for completion in December 2022	Water Planning & Assets / Water Project Delivery / Water Operations
		Renew switchboards, SCADA (Software & Hardware System), electrical equipment, RTUs, instrumentation and drives in accordance with the asset renewal program including: <ul style="list-style-type: none"> Taree SPS 01 switchboard Taree SPS 06 switchboard Forster STP switchboard 	<ul style="list-style-type: none"> Renewals complete 30 June 2022 Detailed design complete by 30 June 2022 	 Planned renewals programs for switchboards, Remote Telemetry Units and electrical equipment completed within yearly asset class renewal program Council endorsed revised schedule for general switchboard as well as Taree Sewer Pump Station 01 and 06 switchboard replacements as part of monthly capital works status report at 29 June 2022 Council meeting (Resolution no. 235/2022)	Water Planning & Assets / Water Project Delivery / Water Operations
		Renew components of sewer pump stations in accordance with the asset renewal program including: <ul style="list-style-type: none"> Taree SPS 10 	<ul style="list-style-type: none"> Renewals complete 30 June 2022 	 Sewer Pump Station Renewals programs have been completed within program budget and as per asset class renewals program	Water Planning & Assets / Water Project Delivery / Water Operations
		Undertake cyber security audit of the SCADA system	<ul style="list-style-type: none"> Complete cyber security audit of the SCADA system 30 June 2022 	 Following on from the Cyber Security audit, a program has been put in place to implement recommendations to mitigate security breaches on MidCoast Council process control systems	Water Planning & Assets

Strategy 6.3: Increase the capacity of community, businesses and organisations to understand and meet public health standards						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
6.3.1	Educate community, businesses and organisations on public health standards	Develop an environmental health education plan to encourage understanding of public health standards	<ul style="list-style-type: none"> Plan developed, adopted and action plan for delivery endorsed 	✓	An education plan has been developed to guide the delivery of programs to support businesses, community and organisations on public health standards	Engagement, Communication and Education
		Provide public health education to the community through the provision of routine inspections and by responding to complaints	<ul style="list-style-type: none"> % of complaints responded to in line with published standards # of inspections that resulted in the issue of notices or orders 	✓	100% of complaints investigated within timeframe. Eight notices or orders issued in addition to the December result of seven	Building & Environmental Health Services
		Council to conduct routine inspections of retail food businesses, hairdressers, skin penetration premises and cooling towers to ensure public health outcomes are achieved	<ul style="list-style-type: none"> # of inspections conducted % of inspections that identified non-compliance resulting improvement notice % of non-compliance issues resolved within requisite timeframes 	✓	667 total 585 food premises, including 40 follow-up food, 39 skin penetration inspections, three cooling tower inspections Four improvement notices issued - 100% compliance within timeframes	Building & Environmental Health Services

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
6.4.1	Develop a strategic plan for the provision of appropriate recreational facilities	Review Recreational Needs Analysis and identify areas of high priority	<ul style="list-style-type: none"> Priority works program adopted 	 Recreational Needs Analysis was adopted in March 2022. A priority works program will be formulated in consultation with the community following Council consideration of draft document	Community Spaces, Recreation & Trades
		Implement a strategic plan for the provision of appropriate recreational facilities across the MidCoast Local Government Area	<ul style="list-style-type: none"> Strategic plan developed and adopted by Council by 30 June 2022 	 Community Consultation on an Open Space and Recreation Strategy is currently underway. A priority works program will be formulated using this consultation process as part of the development of the draft strategy. Expected implementation June 2023	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
7.1.1	Develop and implement natural area management plans for community land	Complete the audit of Council's natural area reserves and commence the preparation of management plans for high priority areas, with a focus on the coastal zone	<ul style="list-style-type: none"> Audits completed for all natural area reserves by December 2021 	 Audits of natural area reserves have been delayed due to competing work priorities, however additional staff resources have now been allocated to ensure audits are completed by December 2022 Delays due to wet conditions restricting days available to do work (non waterproof technology is used) - currently 55% complete Site specific action plans have commenced for priority areas Landcare MOU sites (sites where Manning Coastcare volunteers work) are 95% complete	Natural Systems

Strategy 7.1: Value, protect, monitor and manage the health and diversity of our natural assets, wildlife and ecosystems						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
7.1.2	Develop and implement a Biodiversity Framework for the MidCoast LGA	Identify and map priority wildlife corridors across the MidCoast LGA as a foundation for the Tops to Coast Biodiversity Corridors Plan	<ul style="list-style-type: none"> Mapping complete and added to Council's intramaps system 		A project has been completed to compile all of the wildlife corridor mapping available across the MidCoast Council Area. This includes corridor mapping prepared for the Karuah and Myall River catchments and the Kiwarrak and Khappinghat areas of Koala significance. Council staff are currently working with corridor planning experts to devise the procedure for the mapping of priority corridors across the entire Council area. This procedure will be developed by September 2022, with the corridor mapping process expected to be delivered by December 2022. Corridor mapping will inform conservation and catchment strategies and priority areas for voluntary landholder projects	Natural Systems
7.1.3	Design and implement stormwater quality measures for capital projects as appropriate	<p>All road upgrade project designs to consider Erosion and Sediment Control measures</p> <p>Stormwater quality improvement treatment devices to be designed into projects where practical ie all carpark designs</p>	<ul style="list-style-type: none"> No EPA or justified public reports of stormwater pollution 		Environmental Protection Authority contacted Council over contracted roadworks on Wingham Road. On-site inspection noted erosion and sediment controls as per the adopted plan	Projects & Engineering


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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 Recreation Zones Review and Rural Strategy	<ul style="list-style-type: none"> Recreation Zones Review and Rural Strategy complete 	 Exhibited as part of draft Rural Strategy until 28 January 2022. Feedback was considered and reported to Council on 27 July 2022, where council resolved that: "The adopted Recreation Zones Review and Infrastructure Zones Review be uploaded onto Council's website as final versions"	Land Use Planning


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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	<ul style="list-style-type: none"> # new or revised flood studies and coastal management plans incorporating sea level rise 	 One new and one revised flood study has been modelled incorporating sea level rise	Transport Assets
7.2.2	Develop and implement a strategic response to climate change risk along the MidCoast LGA coastline	Complete preparation of a Coastal Management Program (CMP) for the Old Bar Manning Point coastal compartment	<ul style="list-style-type: none"> CMP meets required standards for certification 	 Recruitment of coastal planner pending. Program will recommence as soon as possible when officer is recruited	Natural Systems
7.2.3	Develop appropriate responses to climate change in land use planning	Consult with state agencies about adaptive land use planning controls for incorporation into the MidCoast Local Environmental Plan and Development Control Plan	<ul style="list-style-type: none"> Key state agency representatives identified and engaged 	 Rural Strategy scheduled for completion in quarter 3 2022. MidCoast Local Environment Plan and Development Control Plan Project Planning commenced	Land Use Planning



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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
7.3.1	Invest in science that informs management of catchment, estuaries and wetlands	Develop the 2021 Waterway and Catchment Report Card and release	<ul style="list-style-type: none"> # of actions formed within the Natural Resource Management Plans, informed by scientific data from the Report Card 	 <p>2021 Waterway and Catchment report card complete and a community event to celebrate the 10th anniversary of the report card occurred on the banks of the Wallamba River in December 2021, this was followed by a nature walk that highlighted the value of restoring natural wetlands and the ecosystems services (such as water quality improvement) that they provide</p> <p>The results from over 10 years of monitoring has been used to inform the scoping study for the Coastal Management Programs for our Southern Estuaries. Actions within the Manning River ECMP adopted by Council in July 2021 (13) were informed by the results from the waterway and catchment report card</p>	Natural Systems





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



Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
7.3.2	Develop a Manning River Coastal (catchment and estuary) Management Plan (CMP)	Implement the Manning River Estuary CMP stewardship program: Develop Best Management Practice guidelines and communication tools for catchment management in the agriculture sector in partnership with Landcare and Hunter Local Land Services	<ul style="list-style-type: none"> Best Management Practice guidelines and communication tools available on Council's website 	 <p>The Manning River Estuary Catchment Management Program (ECMP) was adopted by Council in July 2021. Following advice from NSW Department of Planning and Environment an extract of the Manning River ECMP has been submitted for certification, with the Planning Area and actions strictly limited to the coastal zone. Many actions of the ECMP are complete or in progress</p> <p>Development of an engagement program is complete and implementation is underway. Land management agreements are in place with nine landholders through the River Revival program. 25.4 ha of coastal wetlands are being managed for conservation</p> <p>After consultation with Local Land Services (LLS), preparation of resources to promote good management of natural resources on farms is in progress in place of wider agricultural-themed Best-Management Practice guidelines</p>	Natural Systems

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
7.3.3	Undertake acid sulfate soil (ASS) remediation and wetland management	Secure funding to continue the implementation of the Big Swamp and Coopersnook Swamp ASS Remediation Projects Investigate remediation options for the Jones Island and Moto-Ghinni Ghinni ASS Hot Spot areas	<ul style="list-style-type: none"> Funding secured and projects commenced by December 2021 ASS remediation options identified for priority hot spots by June 2022 	 Funding secured for Big/Coopersnook Swamps no longer available due to protracted negotiations with landholder to purchase land. To be pursued next financial year following completion of land valuation process	Natural Systems
7.3.4	Develop and maintain a strategic approach to stormwater quality management	Review maintenance procedures and establish MidCoast Council wide approach to long term management	<ul style="list-style-type: none"> 100% of large stormwater quality improvement devices with established management systems 	 The review of maintenance procedures for stormwater quality devices has substantially commenced. Maintenance procedures for all gross pollutant traps (proprietary stormwater quality improvement devices) have been established and outdoor staff are monitoring and maintaining these devices in accordance with the procedures. Councils asset management system is being used to document maintenance procedures and establish work orders for urban water quality improvement wetlands and bioretention systems. This approach is being piloted with a small number of assets. The pilot study has been delayed due to unprecedented rainfall diverting outdoor staff time to urgent flooding matters over maintenance activities. Further work is required to complete this action and finalise the council wide approach. 84% of large water quality improvement devices have established management systems	Natural Systems

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


Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
7.3.5	Ensure that Council's land use planning controls include appropriate provisions to manage the quality of stormwater runoff from new development	Consult with state agencies about best practice stormwater management in environmental planning instruments and development control plan provisions	<ul style="list-style-type: none"> Key state agency representatives identified and engaged 	 Rural Strategy scheduled for completion in Q3 2022. MidCoast LEP & DCP Project Planning commenced	Land Use Planning
7.3.6	Protect water catchments to sustain high quality and dependable water supplies across the region	Complete mapping of priority drinking water catchments and significant ground water supplies for inclusion in the planning controls for the MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP)	<ul style="list-style-type: none"> Mapping complete and drafting of planning controls for MidCoast LEP and DCP commenced 	 Rural Strategy scheduled for completion in quarter 3 2022. MidCoast Local Environmental Plan (LEP) & Development Control Plan (DCP) Project Planning commenced	Land Use Planning
7.3.7	Improve levels of water recycling / reuse and the quality of effluent discharged into the environment	Maintain effluent discharge monitoring Meet or exceed licence conditions	<ul style="list-style-type: none"> Greater than 95% compliance of EPA effluent quality 	 99.7% compliance with Sewer Treatment Plant Environmental Protection Authority effluent quality monitoring	Water Management & Treatment
		Pursue opportunities to increase the level of effluent reuse	<ul style="list-style-type: none"> # Opportunities for customers to use the recycled water Examples 	 Reported to Council in terms of recycled water opportunity assessment for Taree sporting field Continue to supply recycled water to customers as required	Water Management & Treatment

Strategy 7.4: Improve the capacity of industry and the community to achieve the best possible outcomes for the natural environment						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
7.4.1	Engage with the community to develop understanding of estuary, water quality, weed biosecurity and biodiversity	Undertake rural property inspections to educate the community on priority weeds identified in the Hunter Regional Strategic Weed Management Plan (2017-2022)	<ul style="list-style-type: none"> 650 rural property inspections completed for priority weeds in accordance with legislative funding obligation 		Inspection program impacted by COVID-19, environmental conditions, rapid response to new priority species detections, and staff shortages. 491 of 650 inspections completed	Natural Systems
		Deliver science to the community through Marine and Catchment Discovery Program	<ul style="list-style-type: none"> 4 Marine and Catchment Discovery events held Distribute 3 editions of the Creek to Coast Newsletter 		Marine and Catchment Discovery events did not occur in the first half of this year due to COVID-19 restrictions limiting face to face community engagement. Since restrictions were lifted two events have been held including a Cruise on Wallis Lake to highlight riverbank restoration projects and a tree planting event in Forster. Face to face engagement has also include working with schools and community through the Water Watch 'citizen science' program. This program has involved 16 training and monitoring events. In addition to these face to face events, during COVID-19 restrictions, staff focussed on developing short engaging videos to share the science with our community. Three videos have been completed in this time, one on the Manning River Turtle, one on the importance of wetlands and one about the projects in place to protect the Wallamba River Estuary. Three editions of the Creek to Coast newsletter have been developed and completed in this time	Natural Systems



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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
7.5.1	Ongoing implementation of Natural Resource Management plans and strategies	<p>Incorporate the long-term management of Council's natural assets into the development of Council's Asset Management Plan (AMP)</p> <p>Complete five landholder agreements through the "Beyond the Shed" program to assist manage nutrient run-off in the Karuah catchment</p>	<ul style="list-style-type: none"> Natural asset management integrated into Council's Asset Management Plan by June 2022 # of landholder agreements finalised # of mitigation projects implemented 	<p>✔ Three landholder agreements have been signed and two additional demonstration projects were commenced in the 2021/22 financial year. The first demonstration project involves the development of a development assessment for a composting shed on a poultry farm, the results of which will feed into best-practice documents which can be shared with the wider industry. The second demonstration project involves a trial of composted litter on an organic dairy farm to demonstrate the production and environmental benefits of this process. This project is a partnership with Local Land Services which has received funding from the NSW Environmental Trust. Due to COVID-19 and wet weather impacts Council applied for and received a variation to extend the project until early 2023</p> <p>Six mitigation actions are associated with these outcomes: one x guttering to redirect stormwater away from nutrient-rich ranges areas; one x construction of a shelter for stockpiling litter; one x fencing of a waterway; one x planting of native species to reduce erosion and surface flows; two x demonstration projects</p>	Natural Systems



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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
7.5.2	Ongoing implementation of the NSW Weeds Action Program	Engage with key stakeholders and undertake weed control works to deliver ongoing Tropical Soda Apple, Senegal Tea and Groundsel Bush weed control programs	<ul style="list-style-type: none"> • 100% of stakeholders with known weed infestations engaged • % of known weed infestations of Tropical Soda Apple, Senegal Tea and Groundsel Bush controlled 	 <p>Groundsel bush program was completed for the reporting period</p> <p>Tropical Soda Apple program was completed for the reporting period</p> <p>Plume poppy program was completed for the reporting period</p> <p>Chinese violet program was completed for the reporting period</p> <p>Overall the program has been impacted by extenuating circumstances particularly from adverse environmental conditions (eg wet days and flooding)</p>	Natural Systems

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




Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
8.1.1	Reduce the amount of waste that goes to landfill per capita	Fully implement the waste and resource recovery education plan priority one items in actions one, two and three to encourage community understanding of how to maximise recycling opportunities reducing contamination of the red bin	<ul style="list-style-type: none"> % of priority one items in actions 1-3 implemented 	 Plan has been reviewed in line with organisational changes and focus areas with implementation underway. This will continue over the coming year	Engagement, Communication and Education
		New public place litter bins including a plan for public place recycling	<ul style="list-style-type: none"> New public place litter bins replacement schedule developed by 30 Dec 2021 Critical litter bins to be replaced by 30 June 2022 	 Waste Services have received \$100,000 in grant funding from the NSW Environment Protection Authority. The funding received will pay for the first 50 bins that are to be purchased and installed as part of a trial process to inform the broader roll out strategy for the region. The first set of bins are earmarked to be installed towards the end of August 2022. This work has been delayed due to supply issues with the successful tenderer STRABE	Waste Management

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


Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
8.1.2	Maintain the level of beneficial reuse of biosolids from wastewater treatment	Complete the sampling, testing and reporting prescribed by EPA guidelines	<ul style="list-style-type: none"> 100% compliance with EPA guidelines for sampling, testing and reporting 	 100% compliance with Environmental Protection Authority guidelines for sampling, testing and reporting	Water Management & Treatment
		Renew biosolids contract and operate new beneficial reuse sites	<ul style="list-style-type: none"> Biosolids contract renewed # New beneficial reuse sites in operation 	 Environmental Protection Authority still hasn't finalised the review of guideline in terms of per- and poly-fluoroalkyl substances (PFAS) and microplastics. No clear indication on when the review will be completed. Biosolids contract will be renewed in 2022	Water Management & Treatment

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
8.1.3	Enhance re-use of roads material	<p>Implement Stage 1 of the Stockpile Management Plan</p> <p>Utilise recycled / reused materials where possible</p>	<ul style="list-style-type: none"> • % conformance with Stockpile Management Plan • % of projects incorporating reuse of materials 	<p>✔ 100% Stockpile management conformance</p> <p>Projects incorporating reuse of materials:</p> <ol style="list-style-type: none"> 1. Considered as part of the design / treatment process for 100% of works 2. Stabilising existing pavements as rehabilitation technique (reuse existing material) – Stanley Street (Forster), Bullocky Way, The Lakes Way at Wattle Hill Road, The Bucketts Way at St Clairs Road (Stroud), Corilla Street (Hawks Nest), Bombah Point Road (Bulahdelah) 3. Concrete grinding undertaken where possible meaning concrete is not removed. Examples are in Tea Gardens and adjacent to the Ambulance Station (Tuncurry) 4. Heavy Patching excavated material stockpiled and used for gravel patching when maintenance grading 5. Damaged street signs and steel stockpiled and sold as scrap metal 6. Clay material stockpiled and used as capping material at waste centres – Diamond Beach Road 	Operations

Strategy 8.2: Proactively manage our resource consumption					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
8.2.1	Develop and implement a Sustainability Action Plan for Council assets and operations that focuses on minimising consumption	Embed Climate Change Policy targets into the functions of asset owners through awareness and implementing an annual report on progress towards achieving targets	<ul style="list-style-type: none"> Progress towards Council's adopted targets # of high priority actions implemented Examples 	 Climate Change Project Control Group established to guide implementation of climate change policy and strategy by asset owners. Asset owners responsible for delivering acting towards net zero emissions by 2040. Initiatives and progress against targets to be provided on an annual basis in August/September	Natural Systems
8.2.2	Optimise the efficiency of our water and wastewater infrastructure	Implement the controls to attenuate peak flows in selected sewerage systems	<ul style="list-style-type: none"> Controls implemented and tested in Tea Gardens Sewerage System by Dec 2021 Controls implemented and tested in Cundletown Sewerage System by March 2022 	 Tea Gardens Switchboard manufacturing complete, installation to be carried out Contractor to be engaged for surveying of critical overflow manholes for accurate Peer to peer communications trials tested in Cundletown Surveying of critical overflow manholes required for accurate setting of pump station overflow levels and programming of the peer inhibit levels	Water Planning & Assets
		Implement operation and process recommendations from the "Treatment Plant Energy Efficiency Study"	<ul style="list-style-type: none"> % of recommendations implemented 	 Recommendations reviewed and to be trialled before any implementation progresses	Water Management & Treatment / Water Project Delivery



Strategy 8.2: Proactively manage our resource consumption



Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
8.2.2 cont'd	Optimise the efficiency of our water and wastewater infrastructure	Install solar power systems in at least five sites with a target total power generation of at least 25kW	<ul style="list-style-type: none"> • # of solar power installations • Total amount of kW generated 	 <p>Total power generation of 110kW has been delivered</p> <p>Two large sites completed at Tuncurry Recycled Water Treatment Plant and Bulahdelah Water Treatment Plant</p> <p>Two sites are progressing. Delayed due to supplier is struggling to source parts</p>	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
9.1.1	Design new Council developments to complement the surrounding environment	Ensure the internal design of Council's facilities within the Civic Precinct project in Forster are sympathetic with the surrounds	<ul style="list-style-type: none"> % of surveyed respondents who agree that precinct design complements surrounding environment 	 Construction program currently behind schedule - the internal design of Council's facilities within the Civic Precinct project has been considered in detail to ensure that they are sympathetic with the surrounding environment	Libraries
9.1.2	Reduce pollutant, sediment and nutrient loads from new development	Improve the quality of stormwater runoff from existing urban areas in the Dunns Creek Catchment Review the condition of Wingham Wetland, identify areas for improvement	<ul style="list-style-type: none"> Construct one wetland in Dunns Creek Catchment Wingham wetland condition Investigated Plans revised 	 There have been design amendments to the Dunns Creek wetland that have resulted in project delays. This project needed to be adaptable and flexible in order to accommodate emerging issues. The design review needed to accommodate for changes to drainage resulting from major road works in South Forster which are adjacent to the wetland site. These amendments include the addition of a high flow spillway which was not included in the original designs. The designs now present an integrated solution which was necessary to achieve a holistic approach for the area, that is beneficial for both the overall drainage outcome and the protection of the wetland from high velocity flows and damaging inundation	Natural Systems

Strategy 9.1: Ensure growth and new development complements our existing natural assets, cultural assets and heritage sites						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
9.1.2 cont'd					<p>Progress includes: revised final wetland and high flow spillway designs, revised Review of Environmental Factors, and revised Bill of Quantities. Work has commenced to secure a recipient for the excavated material for re-use off site. Construction works will commence in 2022/23. Investigations into the condition of Wingham Wetland have substantially commenced. Bush regeneration works have been completed to allow access to the site, vegetation assessment has been completed and a consultant has been engaged to review the stormwater treatment and provide advice on design improvements or maintenance</p>	
9.1.3	Implement a dredging program to maintain safe and sustainable recreation use of waterways	Complete dredging of the Tuncurry navigational channel in Wallis Lake	<ul style="list-style-type: none"> Dredging of Tuncurry channel complete by December 2021 		Delayed due to awaiting Crown Lands licence, and revise Review of Environmental Factors (REF) as per Crown requirements	Natural Systems
9.1.4	Prepare a MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP) that includes provisions to manage and protect our natural and heritage values	Commence drafting of environmental and heritage provisions in MidCoast LEP and DCP	<ul style="list-style-type: none"> % drafted 		Rural Strategy scheduled for completion in quarter three 2022. MidCoast Local Environmental Plan (LEP) & Development Control Plan (DCP) Project Planning commenced	Land Use Planning





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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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	Include environmental and heritage constraints for potential urban release areas as part of their inclusion in the Urban Land Monitor	<ul style="list-style-type: none"> Constraints reviewed as part of the program for inclusion of urban release areas in the Urban Land Monitor 		Urban Release Area Report provided to Department of Planning & Environment to inform new draft Hunter Regional Plan. Urban Release Area program commenced	Land Use Planning

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
9.2.1	Undertake strategic management of Council's land portfolio	Maximise sale of remaining lots in Taree Aviation Park by working with the appointed sales and managing agents and consulting with lot owners	<ul style="list-style-type: none"> # of lots sold # of lots remaining 	 All stage 2 Lots have been sold Stage 3 (consisting of 5 Lots) is currently being marketed Stage 3 sales dependent upon registration of subdivision plan which has been delayed by need to upgrade electrical infrastructures	Legal & Property Services
		<p>Present working Policy group with Internal "Review of Council Land Policy" for consideration and possible adoption</p> <p>Identify opportunities for the disposal of surplus Council land and office buildings in accordance with the Biripi Way funding strategy, including Chapmans Road Tuncurry, and the Council offices at Breese Parade Forster</p> <p>Potential development opportunities/ surplus asset disposal may be identified through the compilation and mapping of "MidCoast Council statutory Land Register"</p>	<ul style="list-style-type: none"> Status of Policy # of land assets identified for sale # of land assets sold # of new development opportunities identified 	 Internal review of the Council land policy has been delayed Land disposal and leasing in accordance with Biripi Way Funding Strategy - Chapmans Road, Tuncurry - Sale; 16 Breese Parade Forster - Sale; 18 Breese Parade Forster - Sale; 26 Muldoon Street Taree - Lease. Remaining sites are the Former Council Offices in Breese Parade Forster and Pulteney Street Taree Opportunities for disposal and/or lease of surplus land is ongoing Land register now completed and available on Council's website, development opportunities will be identified as part of this review Further consultation required prior to finalising Policy - Finalise by 31 December 2022	Legal & Property Services
		Continue to review, revise and prepare plans of management for all Council-managed Crown Land	<ul style="list-style-type: none"> % of Council-managed Crown Land properties with a current Plan of management in place 	 100% completed - A new Plan of Management has be submitted to Crown Lands for approval	Community Spaces, Recreation & Trades


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
9.2.2	Manage and maintain Council's building assets on a sustainable basis	Works program prepared with recommendations for funding for maintenance and upgrade to be considered for the 2022/23 budget	<ul style="list-style-type: none"> Annual works program for maintenance, upgrade and improvement of public buildings that reflect the needs of the users and asset management plan complete 		100% of works completed	Community Spaces, Recreation & Trades
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	Commence drafting of MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP)	<ul style="list-style-type: none"> % draft MidCoast LEP and DCP commenced 		Rural Strategy scheduled for completion in quarter 3 2022. MidCoast Local Environmental Plan (LEP) & Development Control Plan (DCP) Project Planning commenced	Land Use Planning
9.2.4	Monitor the supply of and demand for residential land to enable Council to program new land releases	Develop program for ongoing review and implementation of Urban Land Monitor	<ul style="list-style-type: none"> Program developed 		Urban Land Monitor review commenced, in consideration of release of 2021 Census data	Land Use Planning
9.2.5	Undertake activities that ensure processing of development applications is efficient and effective	Ensure timeliness in determining development applications (complex applications)	<ul style="list-style-type: none"> Average time taken to assess DAs (compared to same time last year) 		Average and median processing times have decreased in comparison to the prior report year	Major Assessment and Regulatory Services



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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
9.2.5 cont'd	Undertake activities that ensure processing of development applications is efficient and effective	Ensure the timely lodgement of applications received via the NSW Planning Portal	<ul style="list-style-type: none"> % of lodgements completed within 4 working days 	✓	Response times have improved during the reporting period	Major Assessment and Regulatory Services
		Promote the use of Pre-lodgement Development meetings	<ul style="list-style-type: none"> # for quarter and year to date 	✓	Pre-lodgement meetings continue to be fully subscribed. Industry uptake of formal and information meetings has increased	Major Assessment and Regulatory Services
		Develop register of current work practices and, where required, develop formalised procedures for collaboration between internal stakeholders	<ul style="list-style-type: none"> Business processes mapped and internal service level agreements agreed 	✓	Documentation of business process has been undertaken and benchmarked against the Department of Planning Best Practise Guideline	Major Assessment and Regulatory Services

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
9.3.1	Implement planning controls and incentives to ensure development incorporates sustainable development principles and high standards of built form that reflect the character and role of each of our settlements	Include planning controls identified in the Housing Strategy within the MidCoast Development Control Plan that promote high standards in built form, reflective of the character and role of the location	<ul style="list-style-type: none"> Housing Strategy complete % drafting of residential provisions for Local Environmental Plan (LEP) and Development Control Plan (DCP) commenced 	 Rural Strategy scheduled for completion in quarter 3 2022. MidCoast Local Environmental Plan (LEP) & Development Control Plan (DCP) Project Planning commenced	Land Use Planning

Strategy 9.4: Encourage well designed streetscapes in urban centres




Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
9.4.1	Develop streetscape plans for all urban centres	Commence implementation of urban street tree planting schedule in accordance with the recommendations in the Greening Strategy	<ul style="list-style-type: none"> # of areas that tree planting has commenced 	 One area in Forster adjacent to Kentia Drive	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	<ul style="list-style-type: none"> # of road projects that have involved unique streetscape improvements - other than general tidy up 	 Streetscape improvements incorporated into Farquhar Street Wingham project	Projects & Engineering




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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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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 (DMP)	Develop & implement a database of all current product & experiences across the Barrington Coast, categorised in line with the DMP strategic pillars & target persona's	<ul style="list-style-type: none"> Database developed & populated # of product/experiences listed 	 Database developed with ongoing updates 395 products/experiences listed (non-accommodation) 2,038 accommodation listings (including capacity info)	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 (21-22)	<ul style="list-style-type: none"> % of 21-22 Marketing Plan Actions completed 	 47 experience guides developed 247 What's On event listings added 159 business listings uploaded Hubspot integration completed	Growth, Economic Development & Tourism
		Ongoing development of the Barrington Coast Destination Website and Key Performance Indicators	<ul style="list-style-type: none"> # of experience guides developed # of business listings uploaded Implementation of website & HubSpot reporting dashboard 	 47 experience guides developed 247 What's On event listings added 159 business listings uploaded Hubspot integration completed	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
10.1.2 cont'd	Develop and market the MidCoast destination to attract identified target visitor markets	Develop & launch a Barrington Coast Consumer Newsletter	<ul style="list-style-type: none"> # of newsletter recipients % open-rate % conversion rate 	 <ul style="list-style-type: none"> Consumer Newsletter <ul style="list-style-type: none"> 6,065 recipients 26.61% open rate 20.5% click thru rate Industry Newsletter <ul style="list-style-type: none"> 529 recipients 26.76% open rate 12.48% click thru rate 	Growth, Economic Development & Tourism
		Increase awareness of, and sentiment towards the Barrington Coast brand both locally and in key visitor markets	<ul style="list-style-type: none"> Tourism Sentiment Index (TSI) % tracking score 	 <ul style="list-style-type: none"> TSI 30 (58% increase from previous year) 12% increase in Promoter 13% decrease in Passive 1% increase in Detractor 	Growth, Economic Development & Tourism
		Launch new vPostcard platform (local Visiting Friends and Relatives market)	<ul style="list-style-type: none"> Platform launched Postcard Content Calendar created & implemented # of postcards created 	 <ul style="list-style-type: none"> The new digital postcard platform (ComeVisit.com.au), was launched into market in June 2022. This was supported by a local Marketing Campaign which included local radio, digital advertising, social media, website & EDMs. This first Campaign burst due to finish July 2022, with the second round of campaign activity commencing in August. Interim results: <ul style="list-style-type: none"> 1,858 clicks 209,948 impressions 50 invites sent 21 RSVPs (intent to visit) 	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
10.1.3	Develop and deliver a first class customer experience for visitors and residents across all channels and visitor touch points	Implementation of the Visitor Service Strategy Action Plan	<ul style="list-style-type: none"> # & % of recommendations implemented 		Eight recommendations implemented Eight commenced Nine not commenced &/or no longer viable	Growth, Economic Development & Tourism



Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new business					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
10.2.1	Strengthen the region as a location of choice for business to invest	Develop a dedicated business Talent directory for the region subject to detailed investigation	<ul style="list-style-type: none"> App investigated and recommendation made to proceed or not Project plan completed and ready for implementation # of businesses registered in the app Examples of feedback from industry (if available) 	 MidCoast Business Chamber secured State and Federal Government funding to develop a website similar to what was proposed in this action. Council supported the Chamber in this project by promoting their new website, supporting launch activation events and providing contacts to the website administrator	Growth, Economic Development & Tourism
		Commence drafting of employment and economic development provisions in MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP)	<ul style="list-style-type: none"> Manning Health and Taree CBD Precinct Plan complete Employment Zones Review complete % draft employment and economic development provisions for MidCoast LEP and DCP commenced 	 Department of Planning & Environment Employment Zones Reform program provided an opportunity to fast-track amendments to land use tables within business and industrial zones of Gloucester, Great Lakes and Greater Taree LEP. Department program to be completed by December 2022. Recommendations outside of the scope of the Department program will be included in MidCoast LEP. MidCoast Local Environmental Plan (LEP) & Development Control Plan (DCP) Project Planning commenced	Land Use Planning
10.2.2	Create a supportive environment for business to invest and grow	<p>Undertake a review into support for introduction of a Parklet policy for the Local Government Area</p> <p>Investigate and establish a plan to develop and implement an annual business confidence survey</p>	<ul style="list-style-type: none"> Review undertaken Recommendations of review implemented Investigations completed and (subject to outcomes) ready for implementation 	 Presentation to Council Policy Working Group postponed to 2022/23. Consultant contracted to carry out business confidence survey. Project postponed to 2022/23 as NSW Government conducted business sentiment survey in May/June as part of review of Regional Economic Development Strategy	Growth, Economic Development & Tourism

Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new business						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
10.2.3	Market the MidCoast region	Develop a Business Events strategy/framework for the region	<ul style="list-style-type: none"> • Strategy/framework developed • Pitch templates and resources developed 		<p>Council partnered with Destination North Coast throughout the year to explore opportunities to promote the area to business events including participation at the 'Get Local' Business Events Expo in February</p> <p>Short term approach has been to provide support to local venue operators and event organisers through provision of one to one advice and up to date information on local product such as accommodation, venues, partner activities, caterers, photographers, etc to support development of packages to attract business events. This includes providing information on Council's own facilities such as the Manning Entertainment Centre, Gallery and Forster Civic Precinct</p> <p>The potential of business events will be considered as part of the revised Destination Management Plan /Economic Development Plan</p>	Growth, Economic Development & Tourism


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
10.2.4	Develop capacity and skills building, networking and partnership opportunities for the tourism and hospitality industry	Develop and deliver capacity and skills building workshops for local tourism businesses	<ul style="list-style-type: none"> # of workshops # of participants Feedback from participants 	 <p>COVID-19 restrictions impacted the ability to deliver workshops in 2021. Two Workshops subsequently held with industry in 2022. Content Writing - How to wrangle the right words and 5 Step Marketing Strategy</p> <p>No. of participants: 37</p> <p>Feedback:</p> <p>81% attendees rated workshops Excellent</p> <p>"I enjoyed the workshop and came home with effective, implement now actions. In person workshops are much better than zooms or webinars etc"</p>	Growth, Economic Development & Tourism
10.2.5	Reduce the economic impact of charges for Water & Wastewater services	Implement review recommendations to address social responsibility and hardship	<ul style="list-style-type: none"> % of recommendations implemented 	 <p>Review of the Water and Sewer Strategic Business Plan and Integrated Water Cycle Management Strategy currently underway</p>	Water Planning & Assets
		Implement water education and efficiency program	<ul style="list-style-type: none"> % of scheduled 2021-22 actions implemented 	 <p>Water Education Plan has been developed to support efficiency program. The education plan establishes actions for the coming year and is being implemented</p>	Infrastructure & Engineering Services / Engagement, Communication and Education


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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
10.2.5 cont'd	Reduce the economic impact of charges for Water & Wastewater services	Stroud Road water smart meter trial complete, with target of 2.5% reduction in water use per property or overall Broader rollout and meter replacement program underway	<ul style="list-style-type: none"> # of smart meters installed Water use rates at smart meter sites (compared to same period last year) 	 105 smart meters installed at Stroud Road. Too early to calculate any reduction in water use, however leaks have been found and repaired. Trial completion is due over the next 6 months	Water Planning & Assets / Water Operations
10.2.6	Review Council land portfolio and commercial services operations	Continue preparations for the sale of land at the Tea Gardens Industrial Estate to facilitate the promotion and growth of small-scale industries Collaborate and assist in marketing for Northern Gateway Development Review portfolio after compilation and mapping of "MidCoast Council Statutory Land Register" for any new areas of possible development	<ul style="list-style-type: none"> DA approved # of lots to be sold Status of Northern Gateway # of new possible developments identified 	 Infrastructure works required prior to registration of subdivision plan for Tea Gardens Industrial site Consultation ongoing with Northern Gateway landowners regarding marketing strategy	Legal & Property Services

Strategy 10.3: Increase opportunities for quality education and training

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
10.3.1	Strengthen opportunities in the region for youth employment	Engage in the "Carers of the Future" program and other youth trainee programs to provide opportunities for young people to participate in growth sectors in the local economy	<ul style="list-style-type: none"> # of trainees / students engaged 	 <p>Three trainees participated in the "Carers for the Future" program</p> <p>Two of the three trainees have been offered traineeships with MidCoast Assist under the School Based Apprenticeships and Training Scheme (SBATS) (one of which is a young person with a disability)</p>	Community Services





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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
10.4.1	To improve workforce participation across the MidCoast region	Work with schools, universities, job networks, rehabilitation providers & disability service providers to co-ordinate work placement opportunities with MidCoast Council	<ul style="list-style-type: none"> # of stakeholders # of participants 	 <p>Seven Schools: Chatham, Taree, Great Lakes, Gloucester, Camden Haven , Dungog and MidCoast Christian College</p> <p>Five Universities/Colleges: Macquarie Uni, UNSW, CSU, Australian College of Community Service & Care, University of Newcastle</p> <p>One TAFE</p> <p>One Job Network: ETC (Enterprise & Training Company)</p> <p>Nil Rehabilitations Providers</p> <p>Two Disability Services: OCTEC, Breakthru Taree</p>	Human Resources




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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
11.1.1	Explore and implement major project opportunities	Pursue water recycling opportunities	<ul style="list-style-type: none"> # of opportunities identified Examples of opportunities identified Progress of implementation 		Report provided to Council. Resolution to consider recycling as part of the integrated Water Cycle Management Plan	MANEX
		Continue to further develop the program of Localised Beautification Plans and commence implementation	<ul style="list-style-type: none"> # of Plans in place Examples of Plans Progress of plan/s implementation 		Program of Localised Beautification Plans not developed or commenced due to a lack of staffing resources	
11.1.2	Improve quality of facilities and programs offered to the public in recreation spaces	<p>Replace equipment that has reached end of life at Manning YMCA</p> <p>Ensure that all aquatic and leisure facilities are managed in a professional manner and according to contract conditions</p> <p>Review all 3 YMCA Centre operations, with renewal of new arrangement to be in place by 1 July 2022</p>	<ul style="list-style-type: none"> # of items replaced # of occasions compliance with contract was not met # of centres reviewed and arrangements renewed 		Gym equipment has been replaced at Manning YMCA and replacement of some equipment at Great Lakes YMCA is under review. Review of all pool operations in next financial year will also encompass YMCA managed facilities	Legal & Property Services
11.1.3	Create a supportive environment for business to invest and grow	<p>Undertake a review into support for introduction of a Parklet policy for the LGA</p> <p>Investigate and establish a plan to develop and implement an annual business confidence survey</p>	<ul style="list-style-type: none"> Review undertaken Recommendations of review implemented Investigations completed and (subject to outcomes) ready for implementation 		Presentation to Council Policy Working Group postponed to 2022/23. Consultant contracted to carry out business confidence survey. Project postponed to 2022/23 as NSW Government conducted business sentiment survey in May/June as part of review of Regional Economic Development Strategy	Growth, Economic Development & Tourism

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
11.2.1	Develop a coordinated approach to supporting events in the area	Finalise review of Sponsorship policy with Council Resources developed to support the implementation of the policy	<ul style="list-style-type: none"> • New policy implemented • Examples of support Resources developed 	 <p>New policy implemented. Sponsorship round completed and funding allocated. Council also submitted an application on behalf of 15 local events organisers to facilitate access to the NSW Government's Community Events program to the total value of \$311,000</p>	Growth, Economic Development & Tourism
		Investigate tools to support an evidence based approach to measuring the impacts of sponsorship provided to events	<ul style="list-style-type: none"> • Investigations completed and recommendations made • Examples of recommendations 	 <p>Research undertaken and 'Spendmapp' system introduced during September 2021 which will assist to provide evidence of the impact of events on local spend</p>	Growth, Economic Development & Tourism
11.2.2	Attract and/or develop event opportunities that drive visitation, activate key visitor markets and assist delivery of strategic destination management objectives	Continue to apply Council's Events and Festivals Sponsorship Policy	<ul style="list-style-type: none"> • # of events sponsored • \$ value of sponsorship per annum 	 <p>Council resolved to allocated \$88,400 sponsorship to 14 events at the October 2021 meeting for events in the June - December 2022 period</p>	Growth, Economic Development & Tourism

Strategy 11.3: Ensure strategies and processes recognise, maintain and support sustainable economic growth						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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 Employment Zones Review	<ul style="list-style-type: none"> • Employment Zones Review complete • % draft employment and economic development provisions for MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP) commenced 	⊗	Department of Planning & Environment Employment Zones Reform program provided an opportunity to fast-track amendments to land use tables within business and industrial zones of Gloucester, Great Lakes and Greater Taree Local Environmental Plan (LEP). Department program to be completed by December 2022. Recommendations outside of the scope of the Department program will be included in MidCoast LEP. MidCoast LEP & Development Control Plan (DCP) Project Planning commenced	Land Use Planning
11.3.2	Identify business and employment opportunities afforded by the Manning Rural Referral Hospital by developing a health precinct strategy as well as identifying ways to maintain the retail and commercial role of the Taree CBD, centred on Victoria Street	Commence drafting of employment and economic development provisions from Manning Health & Taree CBD Precinct Plan in MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP)	<ul style="list-style-type: none"> • Manning Health and Taree CBD Precinct Plan complete • % draft employment and economic development provisions for MidCoast LEP and DCP commenced 	⊗	Department of Planning & Environment Employment Zones Reform program provided an opportunity to fast-track amendments to land use tables within business and industrial zones of Gloucester, Great Lakes and Greater Taree LEP. Department program to be completed by December 2022. Recommendations outside of the scope of the Department program will be included in MidCoast LEP. MidCoast LEP & Development Control Plan (DCP) Project Planning commenced	Land Use Planning

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




Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
11.4.1	Improve the use of digital technology to develop businesses based on new ways of thinking	Develop a dedicated business talent directory for the region subject to detailed investigation	<ul style="list-style-type: none"> • App investigated and recommendation made to proceed or not • Project plan completed and ready for implementation • # of businesses registered in the app • Examples of feedback from industry (if available) 	N/A	Duplication - see 10.2.1	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
12.1.1	Work closely with property and commercial services stakeholders to maximise usage of Council commercial assets	<p>Work with stakeholders to identify suitable land for the granting of grazing licences - new land parcels may be identified through the compilation and mapping of "MidCoast Council Statutory Land Register"</p> <p>Prepare and submit to Working Policy Group, Internal Review of Council Land Policy for adoption</p> <p>Maximise return on council owned properties</p>	<ul style="list-style-type: none"> • # of suitable land parcels identified • # of grazing licences granted • Policy adopted • # of leases and/or licences established this period • \$ value of income from leases/licences 	<p>✓</p> <p>January - June 2022 - five grazing licences issues = \$1,947.50</p> <p>July - December 2021 - 15 grazing licences issued = \$16,401.84 ex GST</p> <p>100 agreements created 1 January 2022 - 2 June 2022 = \$146,227.84 (annual rent ex GST)</p> <p>Income 2020/21 = \$2,111,088</p> <p>Income 2021/22 = \$2,381,046.63 (includes C-19 rebates)</p> <p>Increase in gross revenue of \$270,000</p> <p>Further consultation required prior to finalising Policy - to be finalised by 31 December 2022</p> <p>Note: Council Land Policy action addressed in Item 9.2.1</p>	Legal & Property Services

Strategy 12.1: Encourage diversification and sustainability of agribusiness through the utilisation of sustainable farming practices, new technologies and innovation						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
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	Use new Product & Experience database to identify "local produce hero experiences" for content development and promotion across the Barrington Coast marketing channels Identify potential new "packaged" product ready for development	<ul style="list-style-type: none"> # of local produce experiences identified # of packages identified for capacity building & development 		<p>Audit of local food & drink operators / experiences undertaken</p> <p>142 current produce / experiences identified and listed in database</p> <p>Packaging and Product Development Training Workshops for Destination Barrington Coast staff undertaken November 2021</p> <p>Three experience packages were developed with operators for the delivery of the Visiting Friends and Relatives (VFR) local campaign in 2022</p>	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 Rural Strategy	<ul style="list-style-type: none"> Rural Strategy complete 		Rural Strategy scheduled for completion in quarter 3 2022. MidCoast Local Environmental Plan (LEP) & Development Control Plan (DCP) Project Planning commenced	Land Use Planning
12.1.4	Identify and protect important agricultural land including intensive agriculture clusters and protect, manage and reinforce agribusiness in local land use plans	Complete Rural Strategy	<ul style="list-style-type: none"> Rural Strategy complete 		Rural Strategy scheduled for completion in quarter 3 2022. MidCoast Local Environmental Plan (LEP) & Development Control Plan (DCP) Project Planning commenced	Land Use Planning

WE VALUE...



strong leadership and shared vision



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

Objective 13

VALUE: Strong leadership and shared vision

Strategy 13.1: Partner with, and positively influence, State and Federal Governments in delivering local priorities and services					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.1.1	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Work collaboratively with the Hunter Joint Organisation to identify opportunities for our region	<ul style="list-style-type: none"> Membership current # of meetings attended # of other events/activities attended 	 <p>Membership with Hunter Joint Organisation (JO) is current and has been maintained</p> <p>Attendance at four Hunter JO meetings, six Arrow Collaborative Services Board meetings, six General Managers Advisory Committee meetings, one Hunter Councils Legal Services AGM, one Arrow Collaborative Services AGM, one Arrow Extraordinary meeting, one Arrow Directors Risk Session and one Arrow Strategy Workshop</p>	General Manager
		Maintain constructive relationships with State and Federal Government local members and agencies to ensure local interests, challenges and opportunities for the sector	<ul style="list-style-type: none"> # of meetings held with State and Federal local members and agencies # of submissions made 	 <p>Due to COVID-19 pandemic restrictions in this reporting period, Constructive relationships with State and Federal Government local members were maintained mostly via regular phone and written correspondence</p> <p>Attended one Zoom meeting with Their Excellencies The Governor General & Mrs Hurley and multiple Zoom meetings with State Government Agencies regarding the COVID-19 pandemic</p>	General Manager

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

Focus	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.1.1 cont'd	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities			<p>Met with Barnaby Joyce MP (Acting Prime Minister) and Dr David Gillespie MP (Federal Member for Lyne) to inspect and discuss key infrastructure projects in Taree and Forster which are transforming the Manning Great lakes into a regional capital</p> <p>Met with Leslie Williams MP (Member for Port Macquarie) regarding IPART, Merger Costs, Priority Projects, Local Community Submission, Community Infrastructure Restoration Funding, Lower Manning River Wetland Rehabilitation/Koala Habitat Restoration –Big Swamp & Coopernook Swamp, Housing Affordability Impact on Recruitment, Return of Local Roads to the State - Road Classification Review and Transfer, Waitui Road, Infrastructure Renewal Challenges, Challenge for Infrastructure in the next 10 years and specific service requests</p>	

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

Focus	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.1.1 cont'd	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities			<p>Met with Bridget McKenzie MP (then Minister for Emergency Management and National Recovery and Resilience and Minister for Regionalisation, Regional Communications and Regional Education) and Dr David Gillespie MP (Federal Member for Lyne) to discuss regional education and the recent TCU announcement (lease of Council building)</p> <p>Met with Paul Toole MP (Deputy Premier, Minister for Regional NSW and Minister for Police) to discuss upgrade to local facilities and funding shortfall in merger related costs</p> <p>Met with Sam Farrow MP (Minister for Regional Transport & Roads) regarding Return of Local Roads to the State - Road Classification Review and Transfer, Financial Assistance Grants (FAGs), support for maintenance works and merger costs</p> <p>Participation in Central Coast/Hunter/MidCoast Recovery Briefings lead by Resilience NSW</p> <p>There were 14 submissions made during the reporting period:</p>	

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

Focus	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.1.1 cont'd				<ol style="list-style-type: none"> 1. Submission to Minister for Transport and Infrastructure, Minister for Regional Transport and Roads, Member for Upper Hunter and Member for Port Stephens regarding the intersection upgrade of the Pacific Highway and The Bucketts Way 2. Submission to the Office of Local Government regarding the Model Social Media Policy 3. Submission as part of the Hunter Joint Organisation to the Minister for Local Government regarding an Extension to the End of Transitional Arrangements under the NSW Coastal Management Act 2016 4. Submission to local members regarding funding opportunities for smaller towns and villages in the MidCoast LGA 5. Submission to the Minister for Local Government regarding a review of the IPART determination 	




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

Focus	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.1.1 cont'd				<ul style="list-style-type: none"> 6. Submission to NSW Electoral Commissioner c/- Alison McDonald & Director Customer Service & Relationship Management (NSW Electoral Commission) requesting review of cost schedule for 2020 Local Government Election 7. Submission to Office of Local Government regarding call for submissions to address Councillor Conduct Accountability Review 8. Submission to NSW Government (as part of the Flood Inquiry) regarding 2021 & 2022 flood events 9. Submission to Member for Port Macquarie and Member of Myall Lakes regarding shortfall in infrastructure funding under Community Local Infrastructure Recovery Program 10. Submission to EPA and NSW Government regarding shortfall in infrastructure funding under Community Local Infrastructure Recovery Program 	


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



Focus	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.1.1 cont'd				<ul style="list-style-type: none"> 11. Submission to Member for North Shore regarding shortfall in merger implementation costs 12. Submission to Executive Director, Office of Local Government regarding shortfall in merger implementation costs 13. Submission to Minister for Local Government regarding shortfall in merger implementation costs 14. Submission to NSW Deputy Premier regarding shortfall in merger implementation costs 	

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



Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.2.1	Ensure the community has contact points to Council services in the main centres of the LGA, utilising Council owned sites in an efficient and effective way and ensuring teams are coming together as one Council	Ensure a seamless customer experience at the Forster Civic Precinct Customer Service Point	<ul style="list-style-type: none"> New customer service point opened and operational 	 Contractors have not provided a confirmed date for completion. Customer Service does not expect to be operational in the Civic Precinct before March 2023	Customer Experience
13.2.2	Provide a welcoming and easy to deal with Council where customers have a positive experience of Council service delivery	Enhance the customer experience through one counter at Council's Gloucester Customer Service Point to service both Council and Service NSW Agency	<ul style="list-style-type: none"> Customer service points for both Council and Service NSW are operational from one counter 	 One centralised counter at Gloucester is now operational and incorporates Service NSW and Council functions, providing a better experience for our customers	Customer Experience
		Service delivery standards defined in Customer Service Charter are monitored to ensure a positive customer experience	<ul style="list-style-type: none"> >80% adherence to Standards defined in Charter 	 Detailed and Specific Service Delivery Standards will be developed as part of the IT Customer Solutions Project. Manager Customer Experience is working with the Team as a key stakeholder. This will also result in changes to the Customer Service Charter in order to provide realistic expectations to the community	Customer Experience

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





Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.2.2 cont'd	Provide a welcoming and easy to deal with Council where customers have a positive experience of Council service delivery	Identify and implement technology that will enhance and improve the customer experience when contacting Council's contact centre, ie call centre software and live chat	<ul style="list-style-type: none"> Technology identified and implemented 	 A comprehensive Information Communication and Technology Strategy has been developed and initiatives from this have been included in a Business Transformation Program. The Program is to be considered by Council in the development of the 2022-2026 Delivery Program. As a result work programmed in 2021/22 has been delayed	Customer Experience / Information Technology / Engagement, Communication & Education

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
13.3.1	Develop a Financial Management Reporting Framework	Provide Quarterly Budget Review Statements (QBRs) to Council identifying proposed budget amendments and effect on projected results	<ul style="list-style-type: none"> # of QBRs provided to Council on time 		<p>Three Quarterly Budget Review Reports (September 2021, December 2021 & March 2022) presented to Council within the required timeframe</p> <p>Note that a June 2022 Quarterly Budget Review is not prepared or reported in accordance with Office Local Government Guidelines</p>	Finance
		Provide monthly budget variance reports to MANEX and Council	<ul style="list-style-type: none"> # of monthly budget variance reports provided to MANEX and Council in a timely manner 		<p>Budget variation reports prepared and presented to Council on a monthly basis from July 2021. These reports were supplementary reports to the legislative Quarterly budget review reports</p>	Finance




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





Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.3.2	Maintain clear, consistent and efficient policies, procedures and systems to support the delivery of MidCoast Assist services	Ensure MidCoast Assist (MCA) policies and procedures are compliant with relevant industry standards and systems are promoting efficiencies	<ul style="list-style-type: none"> • Policies and procedures relating to high risk areas are identified and reviewed annually • More efficient interfaces between new MidCoast Assist Client Management Systems and MC1 <p>MC1 = Council's 'Enterprise Software for Local Government' provided by TechnologyOne</p>	 Ageing services have implemented new online training platform to meet legislative requirements as well as offer optional training in specialist areas, eg dementia support, palliative care, grief and loss. Ageing Services have implemented a new web based client data base which improves efficiency and data collection. Disability Services have also implemented a new online training platform to meet legislative requirements and to assist the Support staff in meeting the needs of the participants who they support. Regular audits are conducted to ensure all staff are compliant and MCA are meeting relevant industry standards. Disability Services implemented a new online training platform called Etrainu to meet legislative requirements as well as having training options available to staff to assist with any specific training needs that are identified. Currently undertaking review of ageing and disability policies and procedures	MidCoast Assist
13.3.3	Ensure Council is a responsible custodian of corporate records	Continued development of MC1 ECM CI Anywhere as the Corporate Document Management System to ensure Records and Information storage is compliant with relevant legislation	<ul style="list-style-type: none"> • Corporate Document Management System is compliant with legislation 	 Corporate Records System is compliant with legislation	Governance



Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
13.3.3 cont'd	Ensure Council is a responsible custodian of corporate records	Provide appropriate training for staff of information management system and their records management responsibilities	<ul style="list-style-type: none"> # of training / awareness initiatives undertaken 	✓	19 sessions held with 121 staff attending	Governance
13.3.4	Ensure Council's governance framework sets appropriate ethical standards	Embed and provide education of relevant framework documents and implement governance culture building initiatives through governance education across the organisation	<ul style="list-style-type: none"> # of training / awareness initiatives undertaken % of staff who have participated in a governance initiative in past 12 months 	✓	Adhoc sessions conducted as requested with customer service, small teams and individual staff members. Governance awareness provided at induction for new employees	Governance
13.3.5	Continue implementation, review and improvement of the Integrated Planning & Reporting Framework	Develop a performance measurement framework that effectively enables measures of performance and progress across Council's suite of plans	<ul style="list-style-type: none"> Performance measurement framework prepared for all levels of Council's IP&R plans 	✓	Performance measures have been included in the revised Community Strategic Plan 2022-2032 and the Delivery Program 2022-2026 & Operational Plan 2022-2023	Corporate Performance & Development
		Develop a background information paper for the new Council re engagement for revision of the Community Strategic Plan 2018-2030	<ul style="list-style-type: none"> Background paper presented to Council by 31 December 2021 	✓	Presented as a series of workshops Jan-Feb 2022 rather than as a stand alone paper	Corporate Performance & Development
		Undertake comprehensive review of Long Term Financial Plan as part of the development of the Resourcing Strategy	<ul style="list-style-type: none"> Long Term Financial Plan incorporates asset management and workforce management scenarios 	✓	Long Term Financial Plan prepared, exhibited and subsequently adopted by Council at its June 2022 Ordinary Meeting	Finance





Strategy 13.4: Provide strong governance frameworks						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
13.4.1	Provide governance frameworks that enable Councillors to fulfil their strategic role	<p>Review and integrate the Governance Framework and associated documents to enable Councillors to fulfil their strategic role</p> <p>Councillor Induction sessions held for newly elected bod</p>	<ul style="list-style-type: none"> Councillors provided with appropriate information and training # of sessions undertaken 		Councillor Induction Program implemented including Code of Meeting Practice, Code of Conduct, Councillor Facilities and Expenses, Councillor and Staff Interaction Policy, two Day Elected Life program delivered by LGNSW, training for Councillors on the use of The Hub provided in group and individual sessions. In total seven group sessions were held	Governance
13.4.2	Develop and maintain appropriate legal compliance systems	In conjunction with preparation of "Plan of Management" for Crown Land under MidCoast Council control, investigate opportunities to map all current Aboriginal Land Claims affecting controlled Crown Land	<ul style="list-style-type: none"> # of Aboriginal Land Claims affecting MidCoast Council controlled Crown Land 		A mapping layer of Aboriginal Land Claims now exists in the Geographical Information System Property layer	Legal & Property Services
		Land to be identified through compilation and mapping of "MidCoast Council statutory Land Register"	<ul style="list-style-type: none"> Land Register status 		A compliant Land Register is now on Council's website	Legal & Property Services
		<p>Ongoing data cleansing of statutory Land Register</p> <p>Present draft Internal Review of Council Land Policy to Working Policy group</p>	<ul style="list-style-type: none"> Policy status 	N/A	Duplication - See 9.2.1	Legal & Property Services
		Implement, maintain and review Local Government Legal's Legislative Compliance Database and Delegations Database	<ul style="list-style-type: none"> Both databases implemented 		Fully implemented	Governance



Strategy 13.4: Provide strong governance frameworks						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
13.4.3	Ensure community confidence in Council as a trusted leader	Implement Council's Frameworks across the organisation including Governance Frameworks, Risk Management Framework and Fraud & Corruption Control Framework	<ul style="list-style-type: none"> Frameworks developed, adopted, and implemented % of staff who participated in governance training in past 12 months 	✓	Frameworks developed, adopted and implemented Ongoing staff and Councillor awareness sessions conducted	Governance
13.4.4	Ensure staff access to records is appropriate to facilitate decision making	Ensure staff have continued access to information that is seamless and efficient to facilitate quality decisions across the organisation	<ul style="list-style-type: none"> Staff have access to information as required 	✓	Information management has been moved from four legacy systems into a single Records and Information Management System to facilitate availability of records across the organisation	Governance
		Implementation of PaperLite and Digitisation Strategy	<ul style="list-style-type: none"> # of documents digitised 	✓	PaperLite project implemented. New Records system, move to Activity Based Working (ABW), Off-site storage and ongoing digitisation project implemented	Governance

Strategy 13.5: Develop and deliver services and programs that provide value for money						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
13.5.1	Develop strong, diverse leadership and a culture that values performance and adaptability	Continue review of Performance & Development System	<ul style="list-style-type: none"> Staff agree that performance ratings are applied fairly and equally Performance & Development System aligns with our Mission and Vision 		Changes to Performance & Development system implemented	Human Resources
		Develop and implement a Staff Recognition Program	<ul style="list-style-type: none"> # & % of staff with a rating of CEE (Consistently Exceeding Expectations) from the prior review period who we have retained # staff recognised through the Program # teams recognised through the Program staff views on recognition 		Consultation completed on Staff Recognition Program. Proposal being prepared for implementation 81 out of 91 who received a rating of CEE in 2020/21 have been retained, equating to 89% retention	Human Resources
		Build leadership capability at levels 2, 3, 4 and 5 through leadership development and executive coaching programs	<ul style="list-style-type: none"> Staff views on leadership effectiveness % completed IWDPs % completed 12 month performance reviews 		37 leaders and upcoming leaders completed a skillset from the Diploma In Leadership and Management Training held with supervisors on conducting effective performance reviews 100% completion on 12 month performance reviews for 2021/22	Human Resources / Corporate Performance & Development

Strategy 13.5: Develop and deliver services and programs that provide value for money						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
13.5.1 cont'd	Develop strong, diverse leadership and a culture that values performance and adaptability	Develop and launch a staff handbook that explains the way we do things around here including our mission, vision, values and preferred culture and sets out clear expectations	<ul style="list-style-type: none"> Staff handbook developed 		Scheduled for launch in August 2022	Human Resources / Engagement, Communication & Education
		Continue implementation of the LGNSW Capability Framework including mapping career pathways, mapping capabilities to career streams and mapping learning and development options to capabilities	<ul style="list-style-type: none"> All capabilities have learning options mapped to them Career pathways are mapped 		All capabilities have learning options mapped to them Career pathways are mapped	Human Resources
13.5.2	Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders	Continue to build change management capability across the organisation through implementation of the four year Change Management Plan	<ul style="list-style-type: none"> Review plan and implement the 2021-2022 actions 		Change Management Review completed in December 2021. Planned actions include 6-monthly coaching programs for new leaders to ensure they understand the frameworks in use and the importance of good change management	Corporate Performance & Development
		Continue developing HR metrics reporting	<ul style="list-style-type: none"> Extended MANEX have the information they need in relation to staff to make informed decisions 		MANEX and Extended MANEX have the information they need in relation to staff to make informed decisions	Human Resources

Strategy 13.5: Develop and deliver services and programs that provide value for money					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.5.2 cont'd	Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders	Improve Development Assessment customer experience by liaising with Development Industry Group and implementing agreed improvements	<ul style="list-style-type: none"> Increase in customer satisfaction from Development Industry Group 	 <p>Actively participated in the quarterly Development Industry Group (DIG) during the reporting period. The DIG have been provided with updates on activity and changes to business process</p> <p>Meetings have been very well received by the relevant attendees. This platform is providing a key strategic link between internal and external stakeholders. Feedback provided by this group is considered in ongoing business improvement initiatives</p>	Water Planning & Assets / Projects & Engineering / Major Assessment & Regulatory Services / Customer Experience
		Deliver on plan to integrate cadastral mapping information into a single data source	<ul style="list-style-type: none"> % of plan complete 	 <p>The cadastres are currently aligned and the plan is 95% complete. The move to a single data source will be undertaken when the water and sewer tool testing is complete. These tools include the zone of influence tool, Dial Before You Dig tool and the sewer validation tool</p>	Water Planning & Assets / Information Technology



Strategy 13.6: Implement community focused systems to support simple and convenient way to access and do business with our council both online and in person						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
13.6.1	Develop and implement an integrated service request management system with customer portal	Enhance Customer Request Management (CRM) and corresponding workflows across Council to enable customer service staff to have a single system for recording customer service request	<ul style="list-style-type: none"> % of customer service requests captured on CRM system 		100% of customer request captured in Customer Requests Management	Information Technology
		Enhance online service portal that allows customers to log their own service requests and track their status	<ul style="list-style-type: none"> % of customer service requests made directly by customers via online portal 		A comprehensive Information Communication and Technology Strategy has been developed and initiatives from this have been included in a Business Transformation Program. The Program is to be considered by Council in the development of the 2022-2026 Delivery Program. As a result work programmed in 2021/22 has been delayed	Information Technology
		Promote and educate customers to use self-serve and online service platforms, including service requests	<ul style="list-style-type: none"> >20% increase in online service platform usage 		This action is scheduled to start following the revision of the 'website information architecture review project', which will be completed by end of 2022. It is also dependent on the Business Transformation Program	Customer Experience / Engagement, Communication & Education
13.6.2	Maintain clear, efficient and effective processes and deliver consistent information	Develop a Quality Assurance and Coaching Framework to identify areas of strength and opportunity within the Customer Experience team	<ul style="list-style-type: none"> Quality Assurance and Coaching Framework developed and operational 		Completed and being reformatted to be more user friendly	Customer Experience



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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
13.6.3	Standardise and improve the customer's experience for Planning Certificates under s10.7 of the Environmental Planning and Assessment Act	Standardise and improve data management for planning-related attributes within Planning Certificates as part of working group	<ul style="list-style-type: none"> Planning-related attribute reporting in planning certificate standardised and monitored 	 <p>Planning Certificate review program undertaken in conjunction with Risk Management Grant Program. Resulting in a single MidCoast Certificate (Part 2) template with comprehensive reporting on conservation lands, complying development land based exclusions and other matters previously subject to data management issues. The program has also provided a good platform for implementation of the new EP&A Regulations 2021 requirements, to be implemented on 1 October 2022</p>	Land Use Planning
13.6.4	Ensure Council meetings facilitate community participation	Conduct open and public forums in accordance with Council's adopted Code of Meeting Practice / Guidelines	<ul style="list-style-type: none"> # of Open and Public Forum Addresses % of requests to address Council that are approved 	 <p>Open and Public Forums coordinated prior to each Ordinary Council Meeting subject to COVID-19 restrictions</p> <p>27 applications to speak at Public Forum - all approved, 15 applications to speak at the Open Forum - one refused as it related to a development assessment</p>	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
14.1.1	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Deliver the 2021/22 Training Plan	<ul style="list-style-type: none"> Staff satisfaction with Training & Development opportunities % of Training Plan delivered 	 <p>247 training events scheduled during 2021/22</p> <p>1,707 training places scheduled</p> <p>Training delivery format: Face to face training - 54.21%, Online Training - 45.42%</p> <p>270 surveys received</p> <p>Training staff met or exceeded expectations: 85% Strongly Agree or Agree</p> <p>Course content high quality: 86.54% Strongly Agree or Agree</p> <p>Training relevance to job role: 83.58%</p>	Human Resources
		Develop the 2022/23 Training Plan	<ul style="list-style-type: none"> Training Plan developed prior to 30 June 2022 Consultation completed with relevant stakeholders 	 <p>Corporate Training Plan to be delivered over two years 2021-2023. Role specific training requests now being captured in MC1 training module and ongoing will form part of 2022/23 Training Plan</p>	Human Resources

Strategy 14.1: Develop and grow a skilled, motivated and accountable workforce						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
14.1.1 cont'd	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Advertise and fill 2022 Apprentice, Trainee and Graduate positions	<ul style="list-style-type: none"> % of roles that are apprentices, trainees or graduates > 5% 		Advertised and filled 22 Apprentice and Trainee positions and three Graduate positions in 2022 Current EBTS numbers equate to >5% of workforce	Human Resources
		Develop or procure eLearning content	<ul style="list-style-type: none"> Time savings realised in terms of training administration Dollar savings realised in terms of training delivery 		eLearning currently being used for Corporate Induction and Yalawanyi Ganya Orientation All MC1 (Council's 'Enterprise Software for Local Government' provided by TechnologyOne) Training accessible via Training Module or Training Portal for self-scheduling CPR eLearning delivered to almost 70% of FTE staff eLearning developed for Validation of Competency Assessments (VOC) Assessments for WHS which will be a huge saving in time and dollars Sexual Harassment training to be rolled out across entire organisation early 2022/23 in line with new policy Cyber Security Awareness Program scheduled for roll out across organisation in August 2022	





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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
14.1.2	Position MCC as an 'Employer of Choice'	Create a recruitment marketing video promoting our new workplace and Council as an employer of choice	<ul style="list-style-type: none"> # of new starters retained 		Of 207 new starters in 2021/22, 183 have been retained	Human Resources
		Conduct annual HR Policy Review Program	<ul style="list-style-type: none"> # policies and procedures reviewed 		Six policies and procedures reviewed	Human Resources
		Support managers/leaders in implementing Staff Survey action plans	<ul style="list-style-type: none"> Improvement in future Staff Survey results Improvement in People Pulse Survey results 		A Culture Survey retest is scheduled for February 2023. Support is ongoing on implementation of culture survey action plans	Human Resources
		Finalise development of Council's People Strategy (Workforce Management Plan)	<ul style="list-style-type: none"> Plan implemented prior to 1 July 2022 		Workforce Management Strategy endorsed as part of the Resourcing Strategy	Human Resources
		Undertake an annual People Pulse Survey' to measure the effectiveness of our People Strategy and staff engagement, motivation and wellbeing	<ul style="list-style-type: none"> Survey completed and allows measurement of the effectiveness of the People Strategy 		A Culture Survey retest is scheduled for February 2023. Support is ongoing on implementation of culture survey action plans	Human Resources
		Deal with Water Services EA (Enterprise Agreement) which expires 24 May 2022- options paper will be developed prior to 30/06/21	<ul style="list-style-type: none"> Workable solution/ instrument in place prior to March 2022 All parties consulted 		Enterprise Agreement (EA) agreed in-principle. Parties will soon apply to the Industrial Relations Commission to make new EA	Human Resources

Strategy 14.1: Develop and grow a skilled, motivated and accountable workforce						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
14.1.2 cont'd	Position MCC as an 'Employer of Choice'	Work with Consultative Committee (CC) on building the capacity of committee members, reviewing the CC and Constitution	<ul style="list-style-type: none"> • CC understand their role and are representative of our entire workforce • Management receive and genuinely consider useful feedback from CC which results in improved business outcomes • All CC members behave in a respectful and constructive manner 	✓	In-depth facilitated session held with Consultative Committee on 23 June 2022. Constitution being updated to reflect agreed changes	Human Resources
14.1.3	Develop leaders that inspire, motivate and coach our employees to realise their potential and respond to opportunities and challenges	Develop leadership program based on the LGNSW Capability Framework	<ul style="list-style-type: none"> • Leadership program endorsed by the executive team. 	✓	Program developed based on LGNSW Capability Framework	Corporate Performance & Development






Strategy 14.2: Support a culture that values achievement, adaptability and safety						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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	Continue rollout of survey results and support teams to develop and implement action plans	<ul style="list-style-type: none"> 80% of teams have an agreed action plan 		Over 80% of teams are working on planned actions to improve their department/team culture. The current phase of the culture program involves a series of initiatives to support staff to be achievement focused in implementing actions and building capability to work constructively every day. Constructive cultures provide a better working environment resulting in higher levels of motivation, satisfaction, and teamwork which adds up to delivering better quality services to our community	Corporate Performance & Development
		Conduct a pulse survey to track our progress	<ul style="list-style-type: none"> Pulse survey completed and feedback reported back the organisation 		A re-measure of the organisational culture (rather than a pulse survey) is scheduled for February 2023. This will allow progress to be fully monitored and reported and new actions to be developed	Corporate Performance & Development
14.2.2	Embrace a culture of safety and wellbeing	Undertake WHS education program	<ul style="list-style-type: none"> # leaders trained # staff trained # toolbox talks completed 		Due diligence and WHS Leadership training scheduled for people leaders in 2022/23 700+ staff trained in various mandatory and role specific WHS training disciplines 74 toolbox talks delivered	Human Resources

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


Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
14.2.2 cont'd	Embrace a culture of safety and wellbeing	Undertake WHS compliance program	<ul style="list-style-type: none"> # audits completed % audits that don't require corrective action 	 250 site audits completed 95% of audits compliant, requiring no immediate corrective actions	Human Resources
		Develop a Wellbeing Program and Mentally Healthy Workplace Initiatives	<ul style="list-style-type: none"> Staff perceptions of Council as a workplace where wellbeing is valued # initiatives conducted 	 Mentally Healthy Workplace program has been developed and report has been delivered. Action Plan will be finalised by December 2022	Human Resources
		Undertake education re bullying, discrimination and victimisation	<ul style="list-style-type: none"> Staff perceptions regarding bullying and discrimination reduction in number of bullying and victimisation complaints 	 e-Learning modules being develop. First scheduled e-Learning module will be on Sexual Harassment	Human Resources
		Conduct "A Participative Hazard Identification & Risk Management (APHIRM) Program	<ul style="list-style-type: none"> # lost time injuries and lost time days 	 18 lost time injuries resulting in 153 lost time days APHIRM project completed with Parks North Section. Follow up survey required to complete this process	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	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
15.1.1	Ensure public access to Council information	Ensure requirements of Government Information Public Access (GIPA) are adhered to	<ul style="list-style-type: none"> Statutory timeframes and processes are met # of formal GIPA applications processed 	 <p>100% of Formal GIPA Application processed within Statutory Timeframes 47 Formal GIPA's completed</p>	Governance
15.1.2	Provision of information on Council's website is customer focused	Implement restructure of information on council's website with a customer focus to support the "Inform, Engage, Transact model"	<ul style="list-style-type: none"> Navigation improvements implemented Examples 	 <p>This project has been delayed by a corporate merger of the platform on which our website sits, however is nearing completion and will be implemented by the end of 2022</p>	Engagement, Communication & Education
15.1.3	Develop and deliver an effective community focused communications strategy to support and inform the community on council activities	Deliver communications improvement programs as outlined in adopted Communications Strategy	<ul style="list-style-type: none"> % of scheduled 2021-22 Communications Strategy actions completed 	 <p>The majority of Communications Strategy actions completed</p>	Engagement, Communication & Education
15.1.4	Build community awareness of the services and projects delivered by Council	Review and further develop Community Conversations Program across the MidCoast region	<ul style="list-style-type: none"> Program reviewed and implemented 	 <p>One round of Community Conversations delivered, format workshopped and improvements identified for 2022 implementation</p>	Engagement, Communication & Education
15.1.5	Maintain existing reporting capability in Water Services for capital projects and operations	Continue to further develop project Gateway system across capital works for transport assets	<ul style="list-style-type: none"> % of Projects managed and reported using the gateway system within Infrastructure and Engineering Services 	 <p>Overall development of council wide project management framework continues. Project phasing and project deliverables map developed for Roads and Water departments which has been implemented</p>	Water Project Delivery / Projects & Engineering





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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
15.1.6	Ensure that significant state, regional and local infrastructure is clearly identified in the MidCoast Local Environmental Plan (LEP)	Commence drafting of infrastructure-related provisions in MidCoast LEP	<ul style="list-style-type: none"> Infrastructure Zones Review complete % drafting of infrastructure-related provisions in MidCoast LEP commenced 		Rural Strategy scheduled for completion in quarter 3 2022	Land Use Planning


Strategy 15.2: Improve community understanding of how decisions are made for the local area						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
15.2.1	In order to ensure transparency and accountability, develop a Policy on Planning Agreements in accordance with legislative requirements and any guidelines of the NSW Department of Planning and Environment	Draft a policy and procedure to guide the preparation of Planning Agreements	<ul style="list-style-type: none"> Policy and procedure adopted by Council 		Project on hold until State government releases final contribution reforms following exhibition in late 2021 which councils were advised would include new policies and procedures for Planning Agreements	Land Use Planning
15.2.2	Improve community understanding of asset management	Ensure communication tools to support understanding of issues relating to road management are current and relevant: <ul style="list-style-type: none"> revise website information fact sheets for road management media releases to include the rationale behind the project selection 	<ul style="list-style-type: none"> Website information updated # of fact sheets delivered 100% of initial media release identifying upcoming capital works project to include rationale for selection 		Capital work program and updates are captured on the MidCoast Council website Approximately 900 fact sheets delivered with capital work upgrades Media releases reference the rationale for project selection	Transports Assets / Projects & Engineering
15.2.3	Ensure that policies reflect community expectations	Provide opportunities for community feedback when developing policies which have community impacts	<ul style="list-style-type: none"> # of policies placed on public exhibition 		Five policies placed on public exhibition based on resolution of elected body	Governance
15.2.4	Provide clear, accessible and relevant information to the community	Deliver communications improvement programs as outlined in adopted Communications Strategy	<ul style="list-style-type: none"> % of scheduled 2021-22 actions completed 	N/A	Duplication - see 15.1.3	Engagement, Communication & Education
		Continue to deliver "News Wrap" and increase distribution rate	<ul style="list-style-type: none"> # of email recipients 		Recipients increased from 528 to 1,731 during the reporting period	Engagement, Communication & Education

Strategy 15.3: Empower community members to participate in decision-making by providing a broad range of engagement opportunities						
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 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/participation reference groups	<ul style="list-style-type: none"> # of engagement activities conducted # of participants Examples of outcomes of engagement 	✓	<p>Five engagements with community groups were undertaken by MidCoast Assist (1 with CWA, 1 with a carers support group for people with mental health issues and 3 with U3A and Probus groups)</p> <p>MidCoast Assist continues to receive individual feedback from clients and participants, including compliments and complaints</p>	Community Services / MidCoast Assist
		Facilitate engagement with MidCoast Assist clients, participants and stakeholders so their voices are reflected in the services offered	<ul style="list-style-type: none"> # and type of engagement conducted 	✓	<p>Ageing Services clients complete Client Satisfaction Survey as part of annual reassessment and are encouraged to provide regular feedback through our 'Tell Us What You Think' form. Disability services provides opportunities for participants to share their ideas and suggestions for group program activities at the bi-annual planning meetings. Opportunities are available for 1:1 meetings with participants and carers to discuss supports and services provided by MidCoast Assist</p>	MidCoast Assist

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
15.3.2	Develop a consistent and transparent approach to community involvement in planning decisions by preparing a Community Participation Plan (CPP) for Council's land use planning functions	Monitor implementation of adopted CPP to ensure it is being utilised as intended	<ul style="list-style-type: none"> # of occasions community feedback sought on land-use documents # of submissions received 	 Rural Strategy exhibition extended from 10 to 22 weeks in response to public health orders and in consideration of Community Participation Plan. Over 600 enquiries and 430 submissions received during this exhibition. Rural Strategy scheduled for completion in quarter 3 2022, to accommodate consideration of submissions and reporting to Council on recommended changes to Strategy in response to submissions	Land Use Planning
			<ul style="list-style-type: none"> # of occasions community feedback sought on development applications # of submissions received 	 Consultation continues in line with the guidelines set by the Community Participation Plan	Major Assessment & Regulatory Services
15.3.3	Ensure Council meetings are appropriately scheduled and resourced and facilitate community participation	Provide corporate support for Council Meetings and conduct open and public forums in accordance with the Code of Meeting Practice / Guidelines	<ul style="list-style-type: none"> % of Agendas prepared within timeframes Minutes and Audio Recordings provided on Council's Website 	 100% of agendas and minutes prepared within timeframes and audio recordings placed on website	Governance
15.3.4	Develop and deliver an engagement strategy for council to ensure we are engaging with the community and providing opportunities for participating in decision making where appropriate	Continue to implement the engagement framework as outlined in adopted Engagement Strategy	<ul style="list-style-type: none"> % of scheduled 2021-22 actions completed 	 70% of scheduled activities completed	Engagement, Communication & Education

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results		Responsible team
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	Completed in 2020 Key priorities being incorporated into current Operational Plan	<ul style="list-style-type: none"> Examples of priorities included in Operational Plan 		Results of the Community Satisfaction Survey were rolled out to all stakeholders during 2020. Results were used to inform review of the Community Strategic Plan. The next Community Satisfaction Survey is planned for 2023 and will inform development of priorities and a new Community Strategic Plan	Corporate Performance & Development

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

Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
16.1.1	Provide adequate resources for elected members to perform their role	<p>Review technology requirements to facilitate Councillors ability to attend Council Meetings, Pre-meeting Briefing Sessions and Councillor Workshops via remote video means in accordance with legislative changes. This includes:</p> <ul style="list-style-type: none"> • Electronic agendas and Business Papers via the HUB • Attendance at Council Meetings via Zoom or other audio visual means • Information Technology equipment and hardware • Continue to provide Councillors with professional development opportunities • Review and adopt "Code of Meeting Practice" 	<ul style="list-style-type: none"> • Review of information & communications technology software and equipment undertaken and equipment/systems provided • # of Council Meetings where Councillors are able to attend via audio visual means • Appropriate professional development budget in place for 2021-22 • Councillor Professional Development activities reported via Annual Report in accordance with legislation • "Code of Meeting Practice" adopted 	<p>✓ ICT equipment supplied to all Councillors</p> <p>Councillor Induction Program implemented including Code of Meeting Practice, Code of Conduct, Councillor Facilities and Expenses, Councillor and Staff Interaction Policy, two day Elected Life program delivered by LGNSW, training for Councillors on the use of The Hub provided in group and individual sessions</p>	Governance

Strategy 16.2: Identify and participate in initiatives for regional cooperation and collaboration					
Focus Ref	4 year focus	1 year actions	Progress/performance measure/s	June 2022 Results	Responsible team
16.2.1	Work collaboratively with regional bodies	Work collaboratively with regional and State bodies as appropriate including Hunter JO, LG NSW, LG Professionals & LG Internal Auditors Network JO = Joint Organisation LG = Local Government	<ul style="list-style-type: none"> # of collaborative activities undertaken 	<p>✔</p> <p>Membership with Hunter Joint Organisation (JO) is current and has been maintained</p> <p>Mayor and General Manager attend Hunter Joint Organisation Meetings as required</p> <p>Attendance at four Hunter JO meetings, six Arrow Collaborative Services Board meetings, six General Managers Advisory Committee meetings, one Hunter Councils Legal Services AGM, one Arrow Collaborative Services AGM, one Arrow Extraordinary meeting, one Arrow Directors Risk Session and one Arrow Strategy Workshop</p> <p>Member of Local Government Internal Auditors Network, Local Government Professionals, Local Government NSW, StateWide Mutual/JLT Risk Solutions</p> <p>Collaboration with other regional bodies includes Department of Planning and Environment (DPE), Hunter Regional Planning Team and Hunter Joint Organisation</p>	Governance