

CORPORATE & BUSINESS SYSTEMS

ATTACHMENT A

**OPERATIONAL PLAN SIX MONTH REVIEW -
JULY 2017 - DECEMBER 2017**

ORDINARY MEETING

28 FEBRUARY 2018



MIDCOAST
council

2017/18 Operational Plan

6 month review

1 July 2017 - 30 December 2017



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Environmental Focus

Objective 1	Protect and enhance our natural and diverse environments				
Strategy 1.1	Implement effective environmental management through well set plans, strategies and actions				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
1.1.1	Implement tasks identified within Bushfire Risk Management plans	% of identified tasks completed	Commenced & not on schedule	Implementation delayed due to resourcing.	Community Spaces, Recreation and Trades
1.1.2	Attend Bushfire Risk Management Committee meetings	# of meetings attended # of meeting held	Commenced & on schedule	Staff attendance at quarterly meetings.	Strategic Planning / Community Spaces, Recreation and Trades/Natural Systems
1.1.3	Implement adopted plans and strategies aimed at improving water quality and biodiversity throughout the MidCoast area	% of annual program implemented	Commenced & on schedule	Water quality management chapter of DCP reviewed, stormwater quality policy for MCC developed, stormwater quality treatment wetland in process of being installed at Pipers Bay in Dunns Creek sub-catchment, design for refurbishment stormwater treatment wetland at Townsend Street Forster underway, riverbank and wetland restoration continued in the lower Wallamba River, 170 ha property purchased at Cattai/Big Swamp for subsequent restoration and protection as part of the acid sulfate soil management and water quality improvement program in the lower Manning floodplain, Karuah River Catchment Plan implementation in progress with partnership involving LLS tackling soil nutrients, biodiversity framework in development, weed management and bush regeneration program implemented for priority reserves along with a nesting box program rolled out in Forster reserves to support threatened squirrel glider population.	Natural Systems
1.1.4	Commence development of a biodiversity strategy	Draft strategy prepared by June 2018	Commenced & on schedule	A biodiversity framework is in development to guide policy, partnership and on-ground programs.	Natural Systems
1.1.5	Develop asset management plans for priority natural reserves	Asset management plans developed	Commenced & on schedule	Discussion with key staff around the development of an Asset Management Plan for priority natural reserves has commenced.	Natural Systems
1.1.6	Undertake natural asset maintenance activities (bush regeneration/weed control/pest control) in natural reserves	% of asset program implemented	Commenced & on schedule	Ongoing within priority natural reserves.	Natural Systems
1.1.7	Implement navigation dredging strategy including monitoring and/or maintenance works for identified priority sites in Manning, Myall and Wallis estuaries	% Dredging Strategy implemented	Commenced & on schedule	Funding (50% of total project costs) received in December 2017 under the Rescuing our Waterways Program to undertake maintenance navigation dredging at Harrington Backchannel, Farquhar Inlet and Tuncurry Channel.	Natural Systems
Strategy 1.2	Undertake research and monitor the changes in the environment to inform actions				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
1.2.1	Annual report card for the health of the waterways of the MidCoast area developed and presented to the community	Report card launched and publicised Comparison to previous year's results	Completed	2017 Waterway Health Report Card launched with public event in Taree in early December.	Natural Systems
Strategy 1.3	Undertake noxious and environmental weed management to reduce impact on the environment				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
1.3.1	Undertake education programs to raise community awareness of the impact of high priority weeds	Number of events attended and people engaged	Commenced & on schedule	Community engagement at Pacific Palms markets as part of the backyard bushcare program and weed inspection program.	Natural Systems
1.3.2	Continue implementation of the NSW Weeds Action program focussing on high priority weed infestation	Number of property inspections undertaken Hectares of weeds managed	Commenced & on schedule	Property inspection focussed on Redhead, Green Point and Pacific Palms. Outbreak of priority weed Amazon frogbit successfully co-ordinated, control programs for priority weeds continued with aerial spray program of bitou bush undertaken, ground asparagus control at Tuncurry beach, Whoota, Winda Woppa and senegal tea control on the Manning River.	Natural Systems

Objective 2	Manage our expansive water catchments to provide healthy waterscapes				
Strategy 2.1	Protect and preserve our waterways for current and future use				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
2.1.1	Identify priority sub-catchments and waterways for protection and restoration. Undertake restoration of priority water ways.	Priority catchments identified. Extent of restoration work undertaken	Commenced & on schedule	Focus on the Branch River, lower Wallamba River, Manning estuary, Dunns Creek in Wallis Lake and the Cattai sub-catchment in the Manning. Riverbank protection works completed for 2 km of river, restoration works continued at Wallamba and Gareeba Islands in the lower Wallamba and 170 ha additional acid soil wetland being purchased and being restored at Cattai Creek. Planning work commenced for development of a coastal management program for the Manning estuary and catchment which will also include an assessment of the ecological health of the river and estuary.	Natural Systems
2.1.2	Undertake high priority aquatic weed management focussing in the upper catchments	Number of kilometres of river managed, hectares controlled	Commenced & on schedule	35 km of Gloucester and Manning River checked and controlled action implemented for Senegal Tea.	Natural Systems
Strategy 2.2	Proactively manage catchments to reduce potential pollutants				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
2.2.1	Undertake community engagement programs and develop partnerships and incentive programs to advance catchment health improvement activities on private land	Number of landholders engaged	Commenced & on schedule	Focus of engagement was in the lower Manning with acid soil management and the Karuah River with a soil health and nutrient management program rolled out in partnership with Hunter Local Land Services.	Natural Systems
Objective 3	Plan and prepare for climate change				
Strategy 3.1	Implement response programs based on a risk based approach				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
3.1.1	Develop Old Bar Manning Point Coastal Management Program which would consider sea level rise implications	Draft prepared by 2018	Commenced & on schedule	Funds secured for trial of beach scraping, regular consultation held with Old Bar Beach Sand replenishment Group and Manning Point community, co-ordination of beach access issue at Manning Point, brief prepared for ground penetration radar assessment of bedrock at Old Bar and Manning Point. Meetings of internal Coastal Management Group and inter-agency working group.	Natural Systems
Strategy 3.2	Ensure that potential future changes in our coastline have been adequately considered and planned for				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
3.2.1	Develop Old Bar Manning Point Coastal Management Program which would consider sea level rise implications	Draft prepared by 2018	Commenced & on schedule	See above, 3.1.1.	Natural Systems
Objective 4	Ensure that development is ecologically sustainable and appropriate				
Strategy 4.1	Implement appropriate land-use planning tools and controls that are based on ecologically sustainable principles				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
4.1.1	Develop a project plan and commence implementation of actions aimed at developing a single simplified planning framework for the MidCoast region through standardisation of the 3 existing LEPs. Scoping undertaken to inform the preparation of a consolidated Development Control Plan (DCP) for the MidCoast region	Council endorsement of project plan standardisation of LEPs and commence implementation of plan Consolidated DCP scoping undertaken	Commenced & on schedule	Council resolved on 13 December to consolidate the current three LEPs into one document and to also focus on resolving key housing and rural issues in the new LEP. A Project Plan is now being developed for endorsement by Council in early 2018. Scoping a consolidated DCP as commenced. This is dependent on a DCP template that is to be produced by the State Government.	Strategic Planning
4.1.2	Create a new contemporary land use planning framework for the MidCoast region through undertaking a staged approach to the preparation of a Local Planning Strategy for MCC to guide and inform a comprehensive MCC LEP	Stages defined and actions commenced	Commenced & on schedule	Council resolved on 13 December to consolidate the current three LEPs into one document and to also focus on resolving key housing and rural issues in the new consolidated LEP. In addition, the Information contained in the Regional Economic Development Strategy (REDS) currently under development is being shared across Council to support the development of other relevant strategies.	Strategic Planning / Growth, Economic Development and Tourism

4.1.3	Prioritise planning strategies and studies and focus on priority projects, including residential land supply and demand and servicing assessment, Rural Economic Diversity Strategy, Housing Needs Strategy (or similar) and Economic Development Strategy	Actions undertaken on priority projects	Commenced & on schedule	NSW Government currently preparing Regional Economic Development Strategy (REDS) for MidCoast. Information contained in the REDS is being shared across Council to support the development of other relevant strategies. Now that Council has resolved on the approach to a consolidated LEP, work can continue on the key components. The Rural Economic Development Strategy was renamed the Rural Opportunities and Land Use Strategy to avoid confusion with the State initiated REDS. A consultant brief on a Housing Strategy will be issued in early 2018.	Strategic Planning / Growth, Economic Development and Tourism
4.1.4	Ensure the three existing LEPs remain current and deliver on community expectations for sustainable outcomes through preparation of high priority strategic planning proposals for amendments	Number of amendments considered % of amendments adopted	Commenced & on schedule	Priority planning proposals have been progressively prepared during the year. In the last quarter three LEP amendments were finalised and community engagement was undertaken on six proposals.	Strategic Planning
4.1.5	Ensure the three existing DCPs remain current and deliver on community expectations for sustainable outcomes through preparation of high priority amendments	Number of amendments considered % of amendments adopted	Commenced & on schedule	In the last quarter one DCP amendment was advertised for public comment. Council also resolved to investigate the preparation of DCP provisions for Manufactured Home Estates.	Strategic Planning
4.1.6	Ensure Council's LEP, DCPs and other policies and practices are responsive to the community, and reflect any changes made to State Government legislation or relevant initiatives Provide input to proposed State Government policy and legislation as appropriate	Endorsement from Council on proposed changes	Commenced & on schedule	See above, 4.1.4 and 4.1.5.	Strategic Planning

Objective 5	Sustainably manage our waste
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Strategy 5.1	Manage the sustainable disposal of waste to minimise impact on the environment
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Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
5.1.1	Develop and schedule implementation of a local Waste Strategy Action Plan	Plan adopted by Council with prioritised action plan for 2018/19	Commenced & on schedule	A consultant has been engaged and commenced. 3 strategies exist from the former LGAs. These to be workshopped for one overarching strategy.	Waste, Health and Regulatory Services
5.1.2	Undertake a service review of waste facilities functions and make recommendations for efficiencies	% of recommendations adopted by Council % of recommendations implemented	Commenced & not on schedule	Consultant engaged with draft report prepared. Consultant is awaiting further information which is delayed due to lack of resources and excess workload.	Waste, Health and Regulatory Services
5.1.3	Review Waste Collection & Recycling contract extension	Provide recommendation for Council adoption	Completed	Adopted and offer of extension to contractor delivered 11 Dec 2017.	Waste, Health and Regulatory Services
5.1.4	Promote Community Recycling Centres (CRC)	# CRC advertisements	Commenced & on schedule	On-going promotion on TV advertisements and at ground level via CRC trailer over the entire LGA.	Waste, Health and Regulatory Services
5.1.5	Prepare tenders for the operation of the : 1. Tuncurry Waste Transfer Centre 2. Tuncurry Community Recycling Centre 3. Bulahdelah Waste Transfer Centre 4. Tea Gardens Waste Transfer Centre 5. Stroud Landfill	Contracts signed for each facility	Deferred	Variation of initial contract from Landfill to Transfer Station complete. New specifications not prepared as yet due to strategy study currently being undertaken on all waste facilities.	Waste, Health and Regulatory Services
5.1.6	Implement the adopted master plan for the Tuncurry Waste Management Centre	% of master plan implemented	Commenced & on schedule	90% of the Master Plan implementation completed. Sustainability Centre to be developed.	Waste, Health and Regulatory Services
5.1.7	Install a weighbridge at Tea Gardens Waste Transfer Centre	Weighbridge commissioned	Commenced & on schedule	DA being prepared by Projects Coordinator. Submission deadline 31 July 2018. Application for grant funding submitted - EPA will reply by end of April 2018.	Waste, Health and Regulatory Services

Strategy 5.2	Implement waste minimisation programs throughout the community with the aim to reduce, reuse or recycle waste
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Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
5.2.1	Upgrade Gloucester Landfill	Meets EPA licence conditions	Commenced & on schedule	Discussions underway re future of Gloucester Landfill. Grant funding of \$70K from Better Waste and Recycling Fund received to contribute to improve site security (cyclone fencing). Neighbouring property to be purchased to enable boundary extension.	Waste, Health and Regulatory Services
5.2.2	Undertake capping of Tuncurry Landfill	% of capping completed	Commenced & on schedule	On-going - 90% complete.	Waste, Health and Regulatory Services
5.2.3	Operate landfills in accordance with EPA licence conditions	Number of breaches	Commenced & on schedule	No breaches and ongoing - in line with conditions such as continual monitoring of water & via annual reporting. Application for surrender of licence for Bulahdelah, Tea Gardens Landfill's submitted.	Waste, Health and Regulatory Services
5.2.4	Operate transfer stations in accordance with licence conditions	Number of breaches	Commenced & on schedule	No breaches and ongoing in line with conditions such as via annual reporting.	Waste, Health and Regulatory Services

5.2.5	Ensure collection of all domestic and commercial bins placed out before 6am on day of collection to ensure waste is collected and disposed of appropriately	< 1% of collections missed	Commenced & on schedule	Occurring under current contract conditions.	Waste, Health and Regulatory Services
5.2.6	Deliver new bins on the next service day for the area after receipt of order	90% delivered next day	Commenced & on schedule	Occurring under current contract conditions.	Waste, Health and Regulatory Services
5.2.7	Undertake weekly audits of the Bucketts Way Landfill to ensure that contractual and licensing obligations are being met	90% compliance rate	Commenced & on schedule	Occurring & ongoing.	Waste, Health and Regulatory Services
5.2.8	Advocate for improved solid waste regulations and funding	Number of regional waste group meetings	Commenced & on schedule	Staff representatives attending Midwaste, RENEW NSW and teleconference Waste Management Association of Australia meetings & arranging consultations with EPA where applicable.	Waste, Health & Regulatory Services
5.2.9	Review on site sewage management approval process to simplify, streamline and reduce resource allocation	Review complete by March 2018 # of recommendations for efficiencies adopted	Commenced & on schedule	Several meetings held between former 3 offices to deliver improved process.	Waste, Health and Regulatory Services
5.2.10	Undertake a proactive risk based inspection program of on site sewage management systems to decrease the risk of pollution	500 system inspections undertaken # of systems requiring action	Commenced & not on schedule	Prioritising alignment of processes & procedures required prior to inspection program sign-off. Staff shortage has impacted delivery.	Waste, Health and Regulatory Services
5.2.11	Undertake a proactive inspection program of systems in industrial premises to decrease the risk of pollution from these sites	10 random property inspections undertaken # of sites requiring action	Commenced & not on schedule	Currently reaction based due to insufficient resources.	Waste, Health and Regulatory Services

Economic Responsibility

Objective 6 Provide a supportive environment that encourages our local businesses and tourism industry to grow and strengthen					
Strategy 6.1 Market the MidCoast region to visitors, businesses and residents based on the strengths of our area					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
6.1.1	Commence implementation of the 2017 Destination Management Plan including prioritisation of actions and development of actions plans for priority projects	% of action plans implemented	Commenced & on schedule	<ul style="list-style-type: none"> Destination Management Plan endorsed by Council in December 2017, including prioritised action plan. MidCoast Destination Management Team appointments completed. Request for quotation prepared for priority project - Development of Destination Brand Strategy. Priority infrastructure project commenced (see below – Great Lakes Great Walk). 	Growth, Economic Development and Tourism
6.1.2	Review engagement strategies regarding destination management with tourism industry and other key stakeholders and develop communication and engagement plan	# of businesses/stakeholders consulted # of participants in partner programs	Commenced & on schedule	<ul style="list-style-type: none"> 2017/18 MidCoast Partnership Program implemented (integration of 3 former regional programs). Approx 300 tourism partners. 5 x "Meet & Greet" sessions held for businesses across the region. Monthly Partner contact via EDM; email & phone. Review and development of Communication & Engagement Plan to commence in next 3-6 months. 	Growth, Economic Development and Tourism
6.1.3	Development of a Great Lakes Coastal Walk & Aquatic Trails Masterplan and identification of internal and external funding streams. Embed Great Walks concept in strategic planning projects where possible	Masterplan completed	Commenced & on schedule	<ul style="list-style-type: none"> Consultants appointed in October 2017. Project Steering Committee established including Council's strategic planning team. Project commenced & ongoing. Project brief includes identification of opportunities for funding. Project due for completion 30 June 2018. 	Growth, Economic Development and Tourism / Strategic Planning
Strategy 6.2 Support our existing business community and encourage the development of new business and job opportunities					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
6.2.1	Integration of economic development strategies and functions across Council	Funding secured to enable development of Council-wide Economic Development Strategy	Commenced & on schedule	A Regional Economic Development Strategy (REDS) for MCC has been funded by the NSW Government. Draft strategy nearing completion. The adopted staffing structure for Economic Development continues to be filled with 2 remaining vacancies. This structure supports the alignment of Economic Development functions into a single team with all positions working closely with other sections of Council and the community.	Growth, Economic Development and Tourism
6.2.2	Facilitate opportunities for two-way communications between business community, stakeholders and Council	# of businesses/stakeholders meetings/events Participation in MidCoast Business Chamber	Commenced & on schedule	Economic Development staff are regularly attending local Chamber meetings and are eagerly awaiting an invitation to engage further with the combined Chamber. Assistance has also been provided for specific Chamber projects. Council auspiced the 'Future Towns' projects in conjunction with Wingham and Gloucester Chambers which involved a grant of \$50,000 to each community by the NSW Government. Economic Development staff have been involved with the community consultation of the draft Community Strategic Plan enabling engagement with community members, community groups and businesses.	Growth, Economic Development and Tourism
6.2.3	Finalise Council owned subdivision approvals - e.g. Taree Aviation Park and ensure land is available for release	% of land available for release	Commenced & on schedule	Subdivision plans have been finalised and lodged with LPI for registration. LPI has issued a number of requisitions which are being attended to by Council's external consultant.	Property and Commercial Services
6.2.4	Actively promote and market Council owned lots within land developments to facilitate land sales	% of lots sold	Commenced & on schedule	Shultz Commercial Taree has been appointed as agent to market lots for sale at Taree Aviation Park. One contract has been exchanged and other lots are under offer.	Property and Commercial Services
6.2.5	Undertake a review of Council managed saleyard services and develop and implement a strategic plan that identifies required actions	Plan developed and % of actions implemented	Commenced & on schedule	A review of the Gloucester Saleyard arrangements has been undertaken by an external consultant. A report has been prepared for consideration by Council at the March 2018 ordinary meeting.	Property and Commercial Services

6.2.6	Develop a Council wide Economic Development Strategy a component of which will guide land use planning for commercial and industrial land and other opportunities	% of project complete	Commenced & on schedule	The Regional Economic Development Strategy (REDS) for the MidCoast area is nearing completion and will be used to support strategies around future land use planning.	Growth, Economic Development and Tourism
6.2.7	Facilitate economic development through appropriate land use planning including: - rezone the second stage of the Northern Gateway Transport hub near the northern highway intersection at Cundletown to facilitate transport oriented industries	Rezoning completed	Commenced & on schedule	A Gateway Determination from the Department of Planning and Environment was issued in early December 2017. The Northern Gateway project is listed as a key priority action in the Regional Economic Development Strategy. Community engagement can now be undertaken in early 2018.	Strategic Planning / Growth, Economic Development and Tourism

Objective 7 Provide a transport infrastructure network that meets current and future needs

Strategy 7.1 Identify, plan and manage a transport network that is based on recognised asset management principles

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
7.1.1	Review and update asset management plan information annually including asset valuations	Annual asset report to Council	Commenced & on schedule	Draft Asset Management Plan to be workshopped with Council and presented for adoption by 30 June.	Transport Assets
7.1.2	Ongoing update of asset data through routine inspections for transport assets	Monthly data audit	Commenced & on schedule	Monthly data audits prepared for Roads.	Transport Assets
7.1.3	Develop and implement an integrated corporate asset management system solution	System implemented Improved functionality	Commenced & on schedule	Scope included in MC1 Project. Data migration and cleansing has commenced.	Transport Assets / Information and Communication Services

7.1.4	Implement and monitor ongoing capital project review mechanisms to ensure quality and value for money on major projects and supply contracts	Process development & adoption by delivery groups	Commenced & on schedule	MCC Construction Management Plan Template prepared and being used for works. Project Delivery team monitoring all projects to ensure value for money and quality of works are acceptable. Inspection Test Plans developed for various activities for works. Capital Works Program master reporting file is now setup with access via SharePoint to all who require it, no matter what site or if in the field. This file contains all relevant timing, budgeting and costing details as is the basis of the Monthly CWP Council Report. In order to deliver competition and time efficient sourcing, a panel contract has been setup for Civil Consultants and we are in the process of setting one up for Minor Civil Works.	Transport Assets / Projects and Design / Operations
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Strategy 7.2 Maintain the transport network infrastructure to agreed service standards

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
7.2.1	Deliver annual programs for: - urban, rural and regional road renewal and construction - urban, rural and regional road maintenance - bridge upgrade/replacement - stormwater upgrade - risk management inspections in accordance with allocated budgets	% of individual programs completed % of individual programs budget expended	Commenced & on schedule	Capital works program in line with time of year. Final percentage will be presented in the Annual report.	Operations
7.2.2	Deliver renewal, rehabilitation, resurfacing and maintenance program as per RMS contract specifications	% of individual programs completed within contract specifications	Commenced & on schedule	100% of works completed within specifications.	Operations
7.2.3	Develop a procedure to outline how the maintenance of transport assets will be delivered across MCC specifying interventions levels and response times.	% developed	Commenced & on schedule	Data collected. Working with IT to develop MC1 solution.	Operations
7.2.4	Review and update the 3 year rolling capital works program for regional roads, local roads & bridges	Annual program report to Council for adoption	Commenced & on schedule	5 year program adopted by Council.	Transport Assets
7.2.5	Assign the annual maintenance and capital budgets to Projects & Design and Operations sections for capital projects and maintenance delivery	Annual budget development and approval by council	Commenced & on schedule	17/18 budget approved by Council.	Transport Assets
7.2.6	Seek alternative funding sources for capital enhancement and renewal programs including routine and one off grants	Additional annual funding sourced	Commenced & on schedule	Multiple funding applications developed for roads, bridges and shared paths.	Transport Assets
7.2.7	Develop and implement traffic management strategy and plans for priority areas	Actions implemented for priority traffic management issues	Commenced & on schedule	Blackspot funding sought for priority projects. Currently gathering data for strategy and plans.	Transport Assets
7.2.8	Ongoing management and support of the Mid North Weight of Loads group including protection of road pavements through ongoing surveillance and education programs	Surveillance and education activities undertaken	Commenced & on schedule	Ongoing administration of Mid North Coast Weight of Loads team functions.	Transport Assets

Strategy 7.3		Plan and develop safe pedestrian and cycle traffic paths			
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
7.3.1	Develop and implement footpath and cycle way strategies for priority pedestrian and cycle way routes	Priority actions undertaken	Commenced & on schedule	Active Transport funding applications submitted, Bike Plan and Pedestrian Access and Mobility Plan to be developed in the coming months for adoption by Council.	Transport Assets
7.3.2	Review and update the 3 year rolling capital works program for footpaths and cycle ways	Annual program report to Council for adoption	Commenced & on schedule	Bike Plan and Pedestrian Access and Mobility Plan to be developed in the coming months which will develop the rolling program.	Transport Assets
Strategy 7.4		Develop and implement a stormwater plan that meets environmentally sustainable standards			
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
7.4.1	Prepare a stormwater plan for Racecourse Creek Old Bar	Plan completed by June 2018	Commenced & on schedule	Funding application through NSW Government Flood Management Program unsuccessful. Reapplied through Coastal program.	Natural Systems
7.4.2	Implement adopted stormwater plans	Annual implementation program achievements	Commenced & on schedule	Arlington Place stormwater treatment wetland in process of being installed in Dunns Creek catchment south Forster.	Natural Systems
7.4.3	Develop and implement stormwater quantity and quality management strategies across the Council area for priority localised flooding and water quality improvements	Ongoing strategy development and priority actions undertaken	Commenced & on schedule	Stormwater management plans for Coomba Park and Bulahdelah being finalised. Water quality treatments specified through roadwork and carpark projects as necessary. Racecourse Creek Plan pending development by integration with coastal management issues.	Transport Assets Natural Systems
7.4.4	Review and update the 3 year rolling capital works program for stormwater upgrades and renewals including water quality improvement facilities	Annual program report to Council for adoption	Commenced & on schedule	Programmed for March - April. Stormwater management plans drive the capital works program.	Transport Assets Natural Systems

Social Commitment

Objective 8	Support a resilient, caring and involved community with strong community partnerships				
Strategy 8.1	Advocate for and enable opportunities to experience lifelong learning through improved access to educational facilities and innovative technologies				
Activity ref.	2017/18 Actions	Performance Measure			MidCoast Council Responsibility
	No specific actions in 2017/18		N/A		
Strategy 8.2	Provide positive support to the young people of the community				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
8.2.1	Provide library programs and events that support young people in learning and leisure needs and facilitates social interaction (HSC nights, Homework Help, early literacy programs, Live 'n' Loud, Code Club, Great Books Festival and holiday activities)	# events > 600 Attendance > 9,000	Commenced & on schedule	200 events with 2,359 attendees. Expect third and fourth quarters to expand on this and meet goals.	Libraries
8.2.2	Deliver youth development activities and outcomes in line with program level agreements and service delivery schedules	Delivery of program level agreement outcomes	Commenced & on schedule	Evidence-based training delivered, 6 Youth Action Team (MYAT) meetings convened. 3 Youth Support Service Team (MYSST) meetings held. Arrangements to transition to newly agreed Youth Strategic meetings in Q3.	Community Services
8.2.3	Deliver MCC's program of youth development / recognition and celebration events and activities	Completion of projects	Commenced & on schedule	3 Live 'n Loud events held, Summerfest hosted, Youth Week activities held in partnership with a range of organisations.	Community Services
8.2.4	Scope development of a Youth Strategy for the new local government area	Completion of scoping project	Commenced & on schedule	4 Youth Strategic meetings attended with the funding body and Department of Premier and Cabinet. Strategy scoping underway for consultation with Youth Strategy committee in Q3.	Community Services
8.2.5	Review and monitor the YMCA programs to ensure they deliver services that support youth	# of young people actively engaged	Commenced & on schedule	Regular meetings with YMCA to assess progress.	Property and Commercial Services
8.2.6	Investigate and support trainee/cadet/apprentice employment opportunities within Council	# of trainee/cadet/apprentice positions in structure	Commenced & on schedule	Completed review of Water Services trainee program- currently with 6 trainees in operational roles. Includes 2 indigenous employees and 1 female employee in a non-traditional gender role. 6 traineeships completed in 2017. 7 apprenticeships with 6 completed or transferred elsewhere in 2017. Currently recruiting 7 additional apprentices. Currently developing whole of Council trainee and apprenticeship program for implementation in 18-19.	Human Resources
8.2.7	Investigate and support funding opportunities for Indigenous Employment within Council	# of funding packages accessed &/or people engaged/recruited	Commenced & on schedule	Completion of 2 x traineeships based at Taree Library funded under the Elsa Dixon Program. Reviewing Indigenous Operational traineeships program.	Human Resources
8.2.8	Develop and train staff in an EEO Management Plan	# staff trained	Commenced & on schedule	Anti-Discrimination & EEO Policy approved 10/17. EEO Management Plan will be developed and implemented in second half of 17-18.	Human Resources
8.2.9	Incorporate items from the Disability Inclusion Action Plan (DIAP) into HR Systems	# new staff policies developed considering DIAP	Commenced & on schedule	Data being collated through MC1 roll out.	Human Resources
Strategy 8.3	Increase partnerships to enable Aboriginal community members to have greater access to services and activities				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
8.3.1	Expand the Aboriginal family history project, working with local elders in a partnership with the State Library of NSW, Taree High School and Manning Wallamba Historical Society to include high school students	# high school students involved	Commenced & on schedule	<p>The Aboriginal Family History Project has been a project with the libraries, Biripi Elders, Taree High School, Land Council and MWFHS in 2017, beginning with a visit and workshop from State Library.</p> <p>There are plans in 2018 to extend the project into THS. It is estimated around 30 students will take part with the Elders at the school program. This number to be confirmed.</p> <p>In 2017 the library built relationships between Council/Library and local Biripi Elders, The Land Council, connected MWFHS with the Purfleet unmarked graves project and have developed plans to have Gathang language signage and QR codes throughout the library in 2018. The Elders have been able to develop their family trees and can be used to educate and inform younger generations. Elders have been connected to</p>	Libraries

				the resources that they can access at the library and are building their skills up in using those resources.	
8.3.2	Maintain home library service to the Aged Care facility in Purfleet	# of deliveries to the facility	Commenced & on schedule	Deliveries being made as required.	Libraries
8.3.3	Girrawong Preschool connected to Taree Library for storytime sessions and bulk loans	Visits and bulk loans to occur twice a school term	Commenced & on schedule	Pre-school service has not occurred this year, but there have been a range of other events targeted at the indigenous community. See 8.3.1 above. In addition there have been two pop-up library events in the indigenous community.	Libraries
8.3.4	Deliver Aboriginal community development activities and outcomes in line with program level agreements and service delivery schedules	Delivery of program level agreement outcomes	Commenced & on schedule	Consultation with internal and external stakeholders on community projects and activities. Planning underway for community events scheduled for Q3 and 4.	Community Services
8.3.5	Scope development of a Reconciliation Action Plan for the new local government area	Completion of scoping project	Commenced & on schedule	Planning underway. Scoping document under development for consideration in Q3.	Community Services
8.3.6	Deliver MCC's program of Aboriginal community development / recognition	Completion of projects	Commenced & on schedule	Successful NAIDOC events held across MCC in July. Planning in place for Harmony Day, Sorry Day and Reconciliation Week scheduled for Q3 and 4.	Community Services
8.3.7	Run targeted workshops to promote voter engagement and candidate information prior to local government election	Community have input in workshop. Workshops are delivered.	Commenced & on schedule	Six candidate information sessions held in Taree, Forster and Gloucester (one day, one night) prior to candidate nominations. PowerPoint presentation emailed to attendees. Handbooks distributed.	Engagement and Communications
8.3.8	Review and monitor the YMCA programs to ensure they deliver services that support the aboriginal community	# of indigenous people actively engaged	Commenced & on schedule	Regular meetings with YMCA to assess progress.	Property and Commercial Services

Strategy 8.4	Continue to expand on inclusive opportunities for the Ageing and Disability community members, while ensuring access to support services				
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Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
8.4.1	Provide outreach and delivery program to senior residents	At least 250 clients supported 15 nursing homes serviced	Commenced & on schedule	298 clients assisted and supported over the past six months. 15 nursing homes serviced.	Libraries
8.4.2	Implement MCC's Disability Inclusion Action Plan	Completion of planned projects	Commenced & on schedule	Implementation plan developed, with focus on benchmarking and educational activities.	Community Services
8.4.3	Scope development of an Ageing Strategy for the new local government area	Completion of scoping project	Not scheduled for commencement	Scheduled for development in Q3 and 4.	Community Services
8.4.4	Deliver quality, client centred Ageing and Disability Services	Delivery of grant agreement outcomes	Commenced & on schedule	Services delivered in line with funding agreements and guidelines, with increasing demand for service under National Disability Insurance Scheme and consumer directed care reform in ageing services.	Community Services
8.4.5	Embed new Community Services structure and business model in line with implementation plan	Completion of project	Commenced & on schedule	Structure and business model implementation is well advanced and scheduled for completion in Q3.	Community Services
8.4.6	Review and monitor the YMCA programs to ensure they deliver services that support the aged and disabled community	# of aged & disabled people actively engaged	Commenced & on schedule	Regular meetings with YMCA to assess progress.	Property and Commercial Services

Strategy 8.5	Provide opportunities for active and participatory arts and cultural experiences throughout the community				
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Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
8.5.1	Create positive visitor experiences at the Manning Regional Art Gallery by delivering a program of regional and touring exhibitions that attract growing audiences	> +2% visitation > +5% 3 year average visitation	Commenced & on schedule	Gallery is providing a program of regional and touring exhibitions contributing to a growing audience.	Growth Economic Development and Tourism
8.5.2	Prepare and deliver a range of public programs and art workshops at the Manning Regional Art Gallery that engage a variety of target groups	≥ 12 programs 80% proportion of attendance to capacity	Commenced & on schedule	Adult and children workshops 100% booked.	Growth Economic Development and Tourism
8.5.3	Deliver children and youth activities aligned with the exhibition program to develop the Manning Regional Art Gallery as an education facility	≥ 700 visitation by children/youth	Commenced & on schedule	Over 500 children and youth engaged in public programs and events.	Growth Economic Development and Tourism
8.5.4	Develop a Manning Regional Art Gallery visitor satisfaction exit survey and use results to inform future focus areas and improvements	≥ 300 responses ≥ 3 exhibitions targeted	Commenced & on schedule	1 survey complete.	Growth Economic Development and Tourism
8.5.5	Manning Regional Art Gallery to partner with Ageing and Disability services and community groups to deliver new public programs such as the Art and Dementia program	≥ 12 programs	Commenced & on schedule	6 programs completed.	Growth Economic Development and Tourism

Strategy 8.6 Increase community inclusion, cohesion and social interaction					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
8.6.1	Assist residents to improve literacy levels and quality of life through the "Better Reading Better Community" initiative	40 active tutors	Commenced & on schedule	Over the six-month period tutors have assisted clients 149 times. Work had been done in extending the program into Gloucester as well as supporting the TAFE course on literacy operating out of Taree. The Better Reading Better Communities network continues to meet regularly.	Libraries
8.6.2	Partner with community groups to deliver social and cultural programs, events and celebrations	15 events	Commenced & on schedule	Volunteers utilised to deliver more than 3,200hours of community services to older people and people with a disability during the period. Two community service events held to recognise the contribution of volunteers. Major event planned for Q4 to coincide with Volunteers Week. Separately 11 library events have been held so far this year, not including regular events. Organisations partnered with include: Friends of the Great Lakes Library Service, the Family History Advisory Group, the Big Book Arvo, U3A, Department of Health, Company of Voices, local writers group, Biripi Lands Council, Taree High School - Year 7 induction, Smith Family - Learning Club, CWA - School holiday cooking classes, Manning Neighbourhood Centre and the Manning Push for Palliative.	Community Services / Libraries
8.6.3	Support community volunteers throughout the organisation to enhance Council's services, facilities and natural areas while providing opportunities for social interaction and activity	# of volunteers in various area # of events held to recognise contribution of volunteers	Commenced & on schedule	The library service uses over 250 volunteers across a range of services. These include family history, branch services, home library delivery, homework help, literacy help, internet support, stock maintenance and processing, shelf cleaning and maintenance, shelving, community outreach support. 5 events have been held for volunteers as well as the distribution of Christmas gifts in thanks for the support provided. More broadly Council has inducted 8 new volunteer groups. Council has 967 volunteers listed with the Parks section.	Libraries / Community Spaces, Recreation and Trades / Community Services
8.6.4	Maintain an active volunteer program that engages volunteers in a range of Art Gallery activities	5,000 hours/annum ≥ 2 engagement sessions	Commenced & on schedule	One volunteer training session complete. 70 active volunteers contributing over 2,500 volunteer hours to support Gallery activities.	Growth Economic Development and Tourism
8.6.5	Collaborate with community organisations and cultural events to increase community inclusion, cohesion and social interaction at the Manning Regional Art Gallery	≥ 4 partnership programs	Commenced & on schedule	Successful collaborative partnership programs with Department of Education, Hunter New England Health, Rotary, TIDE, The Friends of the Gallery, Kantabile, U3A, and Manning Valley Neighbourhood Services.	Growth Economic Development and Tourism
8.6.6	Continue to support voluntary community participation in asset maintenance and service delivery projects	# of programs #.of overall volunteers Expenditure invested in supporting volunteer groups # of appreciation activities	Commenced & on schedule	Council has 80 volunteer groups listed working in parks, dune regeneration and land care. There are 967 volunteers registered. Council hosts two Christmas Morning teas a year.	Community Spaces, Recreation and Trades
8.6.7	Support 'growers markets' and 'community markets' in accordance with Council Policy	# of regular Growers Markets held # of regular Community Markets held	Commenced & on schedule	Markets continue to function throughout the local government area.	Community Spaces, Recreation and Trades
8.6.8	Deliver community development activities and outcomes in line with program level agreements and service delivery schedules	Delivery of program level agreement outcomes	Commenced & on schedule	2 Interagency meetings and 2 Community Halls meetings convened. Planning in progress for delivery of capacity building training in Q3. Planning underway for business continuity partnership project with Hunter Councils.	Community Services
8.6.9	Harmonise priority community development plans and strategies in line with merger implementation plans	Completion of planned projects	Commenced & on schedule	Youth Strategy planning under way in consultation with key stakeholders. Scoping for new Ageing Strategy scheduled for development in Q3 and 4.	Community Services
8.6.10	Harmonise Council's community grants/donations programs in line with merger implementation plans	Completion of project	Commenced & on schedule	New donations policy drafted. Scheduled for discussion at council workshop in Q3.	Community Services
8.6.11	Administer Council's community grants/donations programs	Completion of project	Not scheduled for commencement	Donations program to be administered following adoption of new donations policy.	Community Services
8.6.12	Facilitate Council's Tidy Towns Program	Completion of project	Commenced & on schedule	Gloucester Tidy Towns committee successful in 2 Blue Star Award categories in 2017. Planning underway for 2018.	Community Services
8.6.13	Develop and implement one centralised event approval and support system across Council	Current systems reviewed and recommendations implemented.	Commenced & on schedule	Appointment of 2 dedicated Events Liaison Officers completed. Transition of all events inquiries and assistance to these officers underway. Commenced integration of processes and policies.	Growth Economic Development and Tourism / Engagement and Communications
8.6.14	Deliver standard training session to community event organisers across MidCoast	Training session implemented in minimum four locations	Deferred	This will occur once MCC wide processes and policies are complete.	Engagement & Communications
8.6.15	Produce site plans for key venues and facilities across MidCoast Council	Four site plans produced	Deferred	To be considered in 2 nd half of year against other priorities.	Engagement & Communications

Objective 9	Provide the right spaces and places to support a diverse life balance				
Strategy 9.1	Ensure community and cultural facilities and services reflect current and future needs				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
9.1.1	Conduct events and programs through the Library that emphasise the Library's role as a cultural and education centre for the community and that provides opportunity for social inclusion	10,000 total event and programs attendance	Commenced & on schedule	2,786 event and program attendance. Quarters three and four will provide significantly more attendance. 192,679 visits across all library service points. 353,178 loans across all service points.	Libraries
9.1.2	Maintain a strong public, media and online presence to promote library programs. Regularly review website content and produce monthly newsletter. Establish framework for pop-up library	80,000 website visits 1,100 likes on Facebook 8 pop-up library events	Commenced & on schedule	Website visits not assessable due to changes in website 1,144 Facebook likes. The library also established an Instagram account, which has attracted 174 followers. 2 pop-up library events held.	Libraries
9.1.3	Provide access to internet and office applications on library computers. Provide wifi to access the internet using bring-your-own-device (BYOD) at all staffed branch libraries	40,000 internet hours used 35,000 wifi logins	Commenced & on schedule	31,308 internet hours used in total. 18,884 wifi logins.	Libraries
9.1.4	Assess Library against State Library Standards and Guidelines as a benchmark for future development and report on areas where standards are not met	% of indicators meeting or exceeding benchmark	Commenced & on schedule	Data not yet released.	Libraries
9.1.5	Use collection usage data to inform the purchase of new library resources that meet the interests of the local community	≥ 6 items borrowed / resident on average 60% collection aged 5 years or less ≥ 0.24 New items added/resident	Commenced & on schedule	To be assessed when annual data determined.	Libraries
9.1.6	Promote access to Library's e-Resources including e-Books, e-Magazines and online resources	≥ +5% of total loans are e-resources	Commenced & on schedule	14,143 loans of e-resources. This represents 4% of total loans. Program to inject more eResources should increase this percentage. Also note that loans of eBooks on a global scale are easing.	Libraries
9.1.7	Implementation of library management system (LMS) integration taking into consideration best practice use of LMS modules	LMS policies and parameters aligned Data migrated	Commenced & on schedule	Integration progressing with regular (weekly where possible) planning sessions. Gloucester now fully integrated	Libraries
9.1.8	Fully transition Gloucester Library to MidCoast Libraries - integrate collection into LMS and promote registration of local members	Change in # of local members registered	Commenced & on schedule	Integrated into LMS. Now has 637 active members.	Libraries
9.1.9	Bulahdelah Library Service Point assessment for best model of service delivery	# of KPI's achieved	Commenced & on schedule	Loans KPI for the year was 6,000. From July 2017 to December 2017, inclusive loans were 3,254 which is on target. Active membership KPI was 250. Currently 237 active members which is a satisfactory outcome. Total membership KPI is 450. Current total membership is 287, which falls below this target. The positive outcomes with the Bulahdelah Chamber of Commerce will be reported along with discussions on how to raise the total membership.	Libraries
9.1.10	Conduct satisfaction survey of library users and utilise information to guide future focus areas	# of survey participants	Commenced & on schedule	Content and format to be determined by March 2018.	Libraries
9.1.11	Enhance local history content of the library collection	> 200 local historical images digitised	Commenced & on schedule	30 images have been digitised. Reduction in the number of images relates to staffing levels and the impact of the amalgamation. This is in the process of being addressed.	Libraries
9.1.12	Ensure the Manning Regional Art Gallery is well maintained and meets industry standards: conduct a building maintenance review that establishes a schedule of priorities for maintenance and upgrade of facilities to match community expectations; review funding opportunities	100% progress against asset management plans Regional Gallery standards and visitor satisfaction exit survey results used as benchmarks for priorities	Commenced & on schedule	Working with Property and Commercial Services to meet KPIs.	Growth Economic Development and Tourism
9.1.13	Explore and further develop the role of the Manning Entertainment Centre across the region	# of engagement activities held	Commenced & on schedule	Appointment of Public Programs & Education Engagement Officer due February 2018 to further assist in this role.	Growth Economic Development and Tourism
9.1.14	Create a diverse program of culturally enriching activities at the Manning Entertainment Centre using audience research, sales data and industry knowledge	Ticket sales over a 3 year average.	Commenced & on schedule	Data to be reviewed and presented at end of 12 month period.	Growth Economic Development and Tourism
9.1.15	Continue to seek ways to diversify income streams for the MEC <ul style="list-style-type: none"> resolution of tax-deductible gift status completion of sponsorship policy 	Proportion of income derived from other sources	Not scheduled for commencement	For consideration in Q3 and Q4.	Growth Economic Development and Tourism
9.1.16	Use emerging and evolving technologies presented by NBN to deliver new experiences at the MEC	Number of activities held	Deferred	Improvements in speed of internet to date has not resulted in ability to deliver new experiences.	Growth Economic Development and Tourism
9.1.17	Ensure Council buildings that are used by community groups and organisations are subject to a lease or licence arrangement	% of buildings subject to a lease or licence agreement	Commenced & on schedule	Conducting regular reviews and monitoring of leasing and licencing arrangements to ensure that Council is appropriately protected when its buildings are used by community groups and organisations.	Property and Commercial Services

Strategy 9.2 Ensure sporting and recreational facilities and services reflect current and future needs					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
9.2.1	Regularly service and maintain playground equipment to ensure safety	100% of isolations or repairs conducted within 24 hours # of quarterly inspections completed	Commenced & on schedule	Ongoing, inspections undertaken on a quarterly basis.	Community Spaces, Recreation and Trades
9.2.2	Undertake quarterly water safety signage inspections	# of inspections completed	Commenced & on schedule	Ongoing, inspections undertaken on a quarterly basis.	Community Spaces, Recreation and Trades
9.2.3	Develop and deliver enhanced maintenance programs for parks and reserves assets	# of programs implemented	Commenced & on schedule	Currently working on improvements to a number of village areas.	Community Spaces, Recreation and Trades
9.2.4	Undertake service and maintenance activities to ensure open space is well presented for registered events	Process established to ensure event schedule communicated to internal stakeholders	Commenced & on schedule	On track.	Community Spaces, Recreation and Trades
9.2.5	Develop and deliver a works program for the maintenance, upgrade and improvement of the various Aquatic and Leisure facilities that reflects the needs of the users and asset management plans	% of works program undertaken	Commenced & on schedule	Actively seeking grant funding to complete major upgrades ahead of schedule.	Property and Commercial Services
9.2.6	Ensure that the Aquatic and Leisure facilities are managed in a professional manner and according to contract conditions	Contract conditions are met by YMCA	Commenced & on schedule	Performance is regularly monitored to ensure contract compliance.	Property and Commercial Services
Strategy 9.3 Maintain and deliver community infrastructure to agreed service standards					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
9.3.1	Ensure Manning Entertainment Centre (MEC) continues to meet agreed service standards for all customers (audience and producers)	User satisfaction survey (net promoter score: Would you recommend the Manning Entertainment Centre to others? Average score 7+)	Commenced & on schedule	Satisfaction survey of users (producers) to be conducted in 2018. Trip Advisor ratings = 31 @ 4.5*; Facebook ratings 26 x 5*.	Growth, Economic Development and Tourism
9.3.2	Continue implementation of asset management plan for Manning Entertainment Centre (including dressing room refurbishment, commencement to upgrade audio systems, installation of electronic cash registers in theatre bar)	Completion of priority actions in asset management plan	Commenced & on schedule	Continuation of dressing room refurbishments. External funding being sought to assist upgrade of PA system.	Growth, Economic Development and Tourism
9.3.3	Maintain an active volunteer program that provides quality customer service at the Manning Entertainment Centre from a committed, engaged and appreciated team of volunteers.	Deliver 2 volunteer training sessions per year # of volunteers Feedback from customers	Commenced & on schedule	One volunteer training session held to date. Second event planned for early 2018. Approx. 40 volunteers.	Growth, Economic Development and Tourism
9.3.4	Maintain currency of recreational infrastructure Asset Management Plans	Completion of relevant plans	Commenced & on schedule	Asset Register for MidCoast Council has been completed and is ongoing.	Community Spaces, Recreation and Trades
9.3.5	Maintain a safe aviation environment at Taree Airport	100% compliance (report by exception)	Commenced & on schedule	On target.	Community Spaces, Recreation and Trades
9.3.6	Regular Public Transport s (RPT) services are maintained for local residents and incoming services and visitors	> 65% of passenger numbers as a proportion of availability < 1% of flights cancelled	Commenced & on schedule	The airport is included as a piece of key transport infrastructure within the Regional Economic Development Strategy highlighting the connectivity benefits the airport brings to the region. Current performance measures on target.	Growth Economic Development and Tourism / Community Spaces, Recreation and Trades
9.3.7	Review Taree Airport operational/user fee structure	Complete by March 2018	Commenced & on schedule	On target.	Community Spaces, Recreation and Trades
9.3.8	Develop a service level agreement (SLA) for Trade Services	Implementation of SLA	Commenced & on schedule	On target.	Community Spaces, Recreation and Trades
9.3.9	Recreational infrastructure/amenity cleaning activities monitored to ensure acceptable standards are maintained.	Register of inspections, develop findings & actions taken	Commenced & on schedule	Changes have successfully been implemented to lift the cleaning process.	Community Spaces, Recreation and Trades
9.3.10	Consolidate and review the building asset management plan	Plan complete and reviewed	Commenced & on schedule	Ongoing review and minor changes as opportunities arise.	Property and Commercial Services
9.3.11	Undertake building condition assessments and incorporate results into integrated building asset management plan that informs a prioritised works program	% of condition assessments undertaken and data included in corporate asset system	Commenced & on schedule	Ongoing assessments being undertaken.	Property and Commercial Services
9.3.12	Develop annual works program for the maintenance, upgrade and improvement of public buildings that reflect the needs of the users and asset management plan	Works program developed and communicated with stakeholders	Commenced & on schedule	Ongoing review and minor changes as opportunities arise.	Property and Commercial Services
9.3.13	Undertake maintenance and renewal of public buildings in accordance with works programs	% of maintenance budget allocation expended % of capital work program undertaken	Commenced & on schedule	Ongoing review and minor changes as opportunities arise.	Property and Commercial Services

Objective 10	Promote a safe and healthy community with shared responsibility				
Strategy 10.1	Support local health facilities and services that meet local needs				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
10.1.1	Maintain representation on appropriate health planning and advisory committees	Attendance at meetings and representations made	Commenced & on schedule	Council has obtained membership on Forster and Gloucester Health Committees and applied for membership of the Manning Health Committee. Representatives have attended six Forster Health Committee meetings and one Gloucester Health Committee meeting.	Community Services
Strategy 10.2	Promote community safety as a shared responsibility				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
10.2.1	Record, remove/repair vandalism and graffiti. Implement strategies to reduce reoccurrence where possible	Number of incidences of graffiti % change from previous year	Commenced & on schedule	Signs and buildings are coated with anti-graffiti paint. Implementation of 4 new schools graffiti program. 379 incidents recorded since July 2017.	Community Spaces, Recreation and Trades
10.2.2	On ground maintenance works are undertaken in line with current fire mitigation plans	% of total area in plans maintained % of works program completed	Commenced & on schedule	90% of maintenance works undertaken. 65% of works completed, hand work is outstanding.	Community Spaces, Recreation and Trades
10.2.3	Represent MCC at Community Safety Precinct Committee meetings with the Manning Great Lakes Police Command and report matters to Council as required	Attendance at meetings	Commenced & on schedule	Two meetings held and attended. Committee agreed to move to a community based model in 2018.	Community Services
10.2.4	Ensure all food premises maintain an acceptable level of cleanliness and food handling procedure through inspection of all food premises and reinspection of unsatisfactory premises to confirm improvement	80% food premises inspected that pass first inspection 100% food premises that pass follow up inspection	Commenced & on schedule	Ongoing routine planned inspections.	Waste, Health and Regulatory Services
10.2.5	Develop and promote a communications strategy to improve food handling standards	Strategy complete by December with timeframes for promotion	Completed	On-going planned newsletters & seminars (6 monthly).	Waste, Health and Regulatory Services
10.2.6	Review inspection programs for caravan parks, skin penetration, air cooling systems, mortuaries, hairdressers, and beauty salons to inform the 2018/19 works program and to ensure health risks to the community are appropriately addressed	Review complete by March	Commenced & on schedule	Funded compliance officer positon for Caravan Park inspections pending. All other areas programs reviewed accordingly.	Waste, Health and Regulatory Services
10.2.7	Investigate dog attacks on humans	100% investigated in < 48 hours	Commenced & not on schedule	Staff shortages have resulted in some attacks not being investigated within 48hrs.	Waste, Health and Regulatory Services
10.2.8	Investigate all other dog attacks	100% investigated in < 72 hours	Commenced & not on schedule	Staff shortages have resulted in some attacks not being investigated within 72hrs.	Waste, Health and Regulatory Services
10.2.9	Reduce the number of companion animals impounded by returning micro-chipped and registered animals to owners within LGA	90% return rate	Commenced & on schedule	Staff diligence enables a high success rate.	Waste, Health and Regulatory Services
10.2.10	Actively promote the responsibility of owners to register companion animals that are unregistered (but may be micro-chipped)	80% notifications that result in micro-chipping	Commenced & on schedule	Reminder notices are being posted out.	Waste, Health and Regulatory Services
10.2.11	Review parking enforcement service level for school zones, timed parking areas and times	Recommendations to Council by March	Commenced & on schedule	Investigations have commenced however staff shortages may delay report.	Waste, Health and Regulatory Services
10.2.12	Ensure contract services meet community needs and RSPCA guidelines for animal impounding and euthanasia	RSPCA guidelines met	Commenced & on schedule	Guidelines are included in contract specifications and staff operate according to those.	Waste, Health and Regulatory Services
10.2.13	Undertake planned program of compliance investigations for developments, occupations and land use	Number of compliance investigations end with a positive result	Deferred	Not commenced due to lack of resources/staff. Compliance investigations are reactive only at this stage.	Waste, Health and Regulatory Services
Strategy 10.3	Regulation implementation is predictable, consistent and fair				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
10.3.1	Implement Councils Swimming Pool Inspection Program in accordance with the Swimming Pools Act	# of inspections undertaken % of inspections that require follow up	Commenced & on schedule	167 inspections undertaken. 90% of inspections require reinspection.	Building Services
10.3.2	Inspect swimming pools associated with tourist and visitor accommodation, and those with more than 2 dwellings, on a 3-year cycle	# of inspections undertaken % of inspections that require follow up	Commenced & on schedule	54 inspections undertaken. 80% of inspections require reinspection (however the issues are usually minor only).	Building Services
10.3.3	Ensure development assessment for small scale proposals, building certification and strata subdivision certification activities are completed efficiently and in accordance with legislation	% of small scale DA determined under delegation in < 40 business days Increase in # of DAs determined under delegated authority	Commenced & on schedule	53% of small scale DA's determined under 40 days. Slight increase, (2 records), in the number of DA's determined by Council rather than under delegated authority for the same period 2016.	Building Services
10.3.4	Maintain an essential services fire safety database to ensure fire safety measures are maintained in accordance with legislation	100% of properties listed are actioned	Commenced & on schedule	100% of listed properties actioned.	Building Services

Objective 11 Plan for sustainable growth and development					
Strategy 11.1 Manage growth to reflect current and future needs					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
11.1.1	Establish a program that identifies currently nominated future urban release areas, and other urban land that is zoned but undeveloped across MCC. Establish a process to monitor residential land supply and demand that informs appropriate release of land	Program and process implemented	Commenced & on schedule	An Urban Land Monitor is to be established for all of MCC with the Taree land market being first area for a pilot of the process. Work on the Taree analysis was completed and on the basis of the findings the rezoning of the next release area at Kolodong has been justified.	Strategic Planning
11.1.2	Undertake rezoning of priority release areas to meet the housing needs of the future population	% of planned rezoning program complete	Commenced & on schedule	The rezoning of three residential release areas is expected to be completed in the next quarter with another two reaching the stage of community engagement.	Strategic Planning
11.1.3	Establish a framework for the sustainable growth of the MCC area which aligns with the Hunter Regional Plan 2036 Commence priority projects, including residential land supply and demand and servicing assessment, Rural Economic Diversity Strategy, Housing Needs Strategy (or similar) and Economic Development Strategy	Framework established Progress on projects to schedule	Commenced & on schedule	Consultants are continuing work on the Rural Opportunities and Land Use Strategy. Work was delayed on this project due to the need to revise the scope of the project due to overlap with the State Government initiated Regional Economic Development Strategy. A brief for a Housing Strategy will be issued early in 2018.	Strategic Planning
11.1.4	Facilitate and guide sustainable economic growth and diversity across the MCC rural landscape through preparation of a Rural Economic Diversity Strategy	Strategy completed by June 2018	Commenced & on schedule	Information contained in the Regional Economic Development Strategy is being shared across Council to support the development of other relevant strategies.	Strategic Planning / Growth, Economic Development and Tourism
Strategy 11.2 Manage urban development and ensure it respects the character of the area in which it is located with consideration of accessibility, adaptability and affordability					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
11.2.1	Identify opportunities for housing and economic diversity and amend planning controls to give effect to these opportunities including investigations into the opportunities afforded by a health, mixed use and housing precinct in the vicinity Manning Base hospital and Taree town centre	% of project completed	Commenced & on schedule	A brief has been prepared for the Manning Health and Town Centre Study and masterplan and expressions of interest from consultants have been invited.	Strategic Planning
11.2.2	Assess housing needs across MCC and investigate opportunities and mechanisms to achieve enhanced housing affordability and diversity. Prepare a housing needs strategy based on key actions in the Hunter Regional Plan 2036	Strategy adopted	Commenced & on schedule	A brief on a Housing Strategy will be issued early in 2018.	Strategic Planning
11.2.3	Implement a revised DA lodgement package for ease of use including optional templates: <ul style="list-style-type: none">Statement of Environmental EffectsBushfire AssessmentAboriginal Heritage Assessment	Implementation completed by September 2017	Commenced & not on schedule	Draft has been prepared. Delivery has been delayed until mid 2018 due to introduction of new legislation and staff vacancies.	Development Assessment
11.2.4	Undertake activities that ensure processing of Development Applications is efficient and improving where possible.	Rate of determination of Mean & Median DA's improves over reporting periods	Commenced & on schedule	Changes have been made to align the distribution/allocation of small- scale DA 's to staff to ensure the process is uniform across all sites and to ensure an equitable distribution of workload which will also facilitate the efficient processing of applications. Mean & Median assessment times have improved from 61 & 44 days to 56 & 40 days respectively.	Development Assessment / Building Services
11.2.5	Review current internal referral processes to simplify, streamline and reducing resource allocation	Review complete by March 2018 100% Process improvement plan implemented by June 2018	Commenced & on schedule	Review commenced. After development of the project plan the review date has been pushed back to September 2018.	Development Assessment
Strategy 11.3 Plan for the conservation and protection of our built heritage					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
11.3.1	Effectively manage the heritage of MCC (with partnership with the Office of Environment & Heritage) through: <ul style="list-style-type: none">Heritage Adviser programLocal Heritage Fund with funding from Office of Environment and HeritageTaree Heritage Study ReviewPlanning proposal that adds items of heritage to Great LEP heritage ScheduleHeritage Study for Gloucester regionEnsuring Aboriginal cultural and natural heritage are considered in planning proposals for rezoning of land	Progress on key actions items	Commenced & on schedule	The following is the status of the projects: <ol style="list-style-type: none">The Heritage Adviser program has continued with review of 14 development applications by Council's Heritage Adviser. An education package is also being prepared to streamline the referral process for DAs.Funding was provided for 21 projects across the MCC LGA from the Local Heritage Fund, four of which have been completed.Taree Heritage Study is completed and is to be reported to Council in early 2018.The LEP to add items to Heritage Schedule finalised and implemented.Funding was not provided by OEH for a Gloucester Heritage Study. Ongoing with each planning proposal for the rezoning of land where relevant.	Strategic Planning

Civic Leadership

Objective 12 Develop and maintain sound organisational health through leadership, staff, and culture that contributes to Council's success and a positive customer-centric culture					
Strategy 12.1 Develop an organisational culture that focuses on the delivery of quality outcomes while providing job satisfaction					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
12.1.1	Develop and implement Human Resource Systems (policies/procedures) that align with the organisational values and support the core culture and leadership direction	# of HR Systems developed containing MCC values	Commenced & on schedule	Harmonisation of HR policies and procedures is well underway with our Probation, Conflict Resolution, Anti-Discrimination & EEO, Uniform, and WHS Policies harmonised to date. Work has commenced on harmonising hours of work arrangements and developing an MCC Salary System. This work will continue into 18/19.	Human Resources
12.1.2	Continue the organisational culture education and survey program	Survey participation rate is => previous survey	Commenced & on schedule	MANEX identified key focus areas for the organisation of communication, articulation of mission, employee involvement and empowerment, and customer focus culture. Continuing rollout with teams of the "Why/How/What" model to identify team mission, culture actions, and team values.	Corporate Strategy and Development
12.1.3	Conduct a remeasure of the Organisational Cultural Inventory (OCI) and Organisational Effectiveness Inventory (OEI)	Survey results indicate a shift toward preferred culture	Commenced & on schedule	Organisation wide culture survey undertaken with 75% participation. Due to timing of Water Services dissolution, a separate survey was undertaken. Slightly less constructive results than 2016 due to continued complexity of environment.	Corporate Strategy and Development
12.1.4	Encourage and support teams throughout the organisation to define the adopted organisational values for their individual teams	# of teams participating	Commenced & on schedule	Teams being supported and encouraged to define organisational values at a team level. This includes MANEX and management teams.	Corporate Strategy and Development
Strategy 12.2 Implement an integrated program that focuses on the continuing development of leadership capability throughout the organisation					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
12.2.1	Continue development and implementation of a strategic Corporate Development Program to guide the development of staff and ongoing growth of corporate strategy and culture throughout the organisation	# components implemented % of staff involvement	Commenced & on schedule	Program being rolled out with initial focus on L1, L2 and L3 management team personal awareness and leadership development. Culture, values and integration projects are part of continuing professional development.	Corporate Strategy and Development
12.2.2	Commence accreditation in tools and instruments that support delivery of the Corporate Development Program including Human Synergistics and Myers Briggs Type Indicator	# accreditations completed	Commenced & on schedule	2 staff accredited in human synergistics tools including culture and behaviour assessment and coaching. 1 staff accredited in Myers-Briggs Type Indicator.	Corporate Strategy and Development
12.2.3	Consideration of the people side of change throughout the implementation phase of the merger including equipping people leaders with tools to assist in embedding change management with project management	Education program delivered to people leaders	Commenced & on schedule	Key alignment and integration projects identified by MANEX and teams being supported and encouraged to integrate project and change management. Techniques and templates being rolled out so approach becomes part of organisational culture. HR involvement in this area has included providing managers with support in relation to managing conflict and performance matters.	Corporate Strategy and Development/ Human Resources
12.2.4	Continue external partnerships and relationships to support the development and delivery of a best/next practice approach to the Corporate Development Program through knowledge transfer, mentoring and external perspective on approaches	Program reviewed to ensure effectiveness	Commenced & on schedule	Strong partnerships maintained with external service providers to ensure best results achieved and integrated approach taken to the continued development of leadership capability.	Corporate Strategy and Development

Strategy 12.3Support a strong diverse leadership and a culture that values performance and adaptability					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
12.3.1	Develop and implement Integrated Development System (IDS) via MCC policy and practice	# of staff participating in IDS	Commenced & not on schedule	Now referred to as the Integrated Development Framework (IDF). Approach being trialled with MANEX. Delayed due to competing priorities and release of LGNSW capability framework which will also be considered. Information sessions on IDF held with L3 managers.	Corporate Strategy and Development
12.3.2	Introduce the Developing Future Leaders (DFL) Program	# staff completing inaugural DFL program	Commenced & on schedule	15 participants in inaugural DFL program selected from 40 applicants. Monthly sessions held and participants applying learnings to workplace projects. Focus on mindset, experiences, skills, behaviours, relationships and culture, and systems/results using an integrated approach.	Corporate Strategy and Development
Strategy 12.4Develop and maintain a skilled, motivated and accountable workforce					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
12.4.1	Develop and implement 2017/18 training plan	% of training plan implemented	Commenced & on schedule	Input was sought from Managers and relevant stakeholders in relation to role-specific, WHS and Governance training needs in relation to training plan development. Implementation has been focused on only priority role-specific, WHS and Governance training with resources directed towards merger integration activities. Also secured funding for 40 Council employees to study 4 core units each of Cert IV Project Management and Cert IV Leadership and Management. These staff commenced the program in December 2017.	Human Resources
12.4.2	Implement HR systems that promote a safety conscious culture and which support a safe work environment	# of injuries resulting in insurance claims	Commenced & on schedule	Have commenced review of our WHS Management System. New WHS Policy has been approved and Procedures will be harmonised and approved through the remainder of 17-18 and 18-19. Also considering options for WHS systems in terms of MC1 implementation.	Human Resources
12.4.3	Develop and implement an effective Workforce Management Plan	Plan adopted and # actions commenced	Not scheduled for commencement	Scheduled for commencement in Q3 as per requirements for merged councils.	Corporate Strategy and Development
Strategy 12.5Provide good governance					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
12.5.1	Develop and implement a Governance Framework (including Policy Framework, Internal Audit Framework, Enterprise Risk Management Framework, Delegations, GIPA, Statutory Reporting, Governance Culture, Councillor Support, Corporate Records Management and Legislative Compliance) ensuring it is embedded in all areas of Councils business and decision making	Governance Framework developed and implemented including staff and councillor training.	Commenced & on schedule	Framework developed. Ongoing training of staff being undertaken as required.	Governance
12.5.2	Review Council's Policy Framework. Undertake review of Policy Framework with elected Council post September election	Annual review undertaken Review with Council complete	Commenced & on schedule	Ongoing. Several Policies reviewed and adopted.	Governance
12.5.3	Develop and implement MidCoast Councils Internal Audit Framework to ensure appropriate independent oversight of Council processes. Develop charter, establish and commence operating an Audit Committee, establish Internal Audit function and commence work plan	Audit Committee and Internal Audit function resourced and operating	Commenced & on schedule	Report to 28 Feb 2018 Council Meeting to establish Audit Risk and Improvement Committee (ARIC). Draft Internal Audit Framework developed to facilitate discussion with ARIC once established.	Governance / Finance
12.5.4	Ensure appropriate delegations are issued to staff and committees in a timely manner, using Local Government Delegation Database	Delegations issued and reviewed as required	Completed	Delegations issued as staff are appointed to new positions.	Governance
12.5.5	Ensure day to day GIPA issues handled in accordance with statutory requirements and relevant processes are in place including GIPA reporting	Report % of formal GIPA determined within timeframe	Completed	100% GIPA Notice of Decisions issued within statutory timeframes.	Governance
12.5.6	Ensure Statutory reporting is maintained within appropriate timeframes	Disclosures of Interest, Public Interest Disclosures, Government Information (Public Access), Code of Conduct Complaint are reported to relevant agencies within statutory reporting timeframes.	Completed	Statutory Reporting maintain within legislative timeframes.	Governance
12.5.7	Develop strategies, language and training to ensure a strong Governance Culture is maintained across all areas of Council operations and decision making	Strategies' developed and implemented to build and maintain a strong Governance Culture	Commenced & on schedule	Code of Conduct training completed. Other training being developed and implemented as resource permits.	Governance
12.5.8	Ensure Policies are relevant and implemented with appropriate registers maintained as required, eg; Gifts and Benefits Register, GIPA Disclosure Log, etc.	Policies embedded into council processes and registers maintained appropriately	Completed	Policy register maintained. Various other Governance Registers in place as required, eg: Gift and Benefit, Secondary Employment, PID, GIPA, etc.	Governance
12.5.9	Ensure that Council 355 Committees are appropriately resourced to undertake their role	Appropriate resources provided as required	Commenced & on schedule	355 Committee issues under review.	Governance
12.5.10	Develop and implement MidCoast Council's Enterprise Risk Management Framework inclusive of Framework, Policy, Procedure, Templates, tools and training	Enterprise Risk Management Policy and process in place	Commenced & on schedule	Framework developed to draft.	Governance

12.5.11	Ensure systems in place to mitigate corporate risks that if uncontrolled may reduce Council's capacity to provide appropriate Service levels by facilitating Corporate Risk Assessments across Council	Apply a risk management approach to tasks and projects	Commenced & on schedule	Departmental facilitated risk workshops commenced.	Governance
12.5.12	Develop and maintain Council's Corporate Risk Register and controls, reporting to senior management and Internal Audit committee as required; including identification and review of corporate risks and controls	Register completed and regular review of risks and controls undertaken	Commenced & on schedule	Departmental facilitated risk workshops commenced.	Governance
12.5.13	Develop and implement StateWide's annual Risk Management Action Plan (RMAP) as required	# of RMAP actions undertaken	Completed	Completed on an annual basis.	Governance
12.5.14	Ensure that Councils Insurance renewals are appropriate and relevant and that claims are managed appropriately	Claims actioned appropriately with annual insurance renewal processes followed.	Completed	Insurance renewals completed annually as required and claims managed on an ongoing basis.	Governance
12.5.15	Develop and Implement MidCoast Council's Records Management Policy that sets the minimum standards for records management (inclusive of three separate records systems created by the merger)	Records Management Policy is developed, implemented and imbedded in Council's business processes	Commenced & on schedule	To be integrated as part of MC1 Project to ensure Council meets its records management requirements in accordance with State Records Act and records management standards.	Governance
12.5.16	Respond to corporate correspondence in a timely way. Monitor response times and report to management. Establish protocols to align with a single records system	Response times reported to management	Commenced & on schedule	Policy and Procedure developed. MC1 Project will facilitate reporting and monitoring tools.	Governance
12.5.17	Action Council decisions in a timely way	100% of commence completion of Council resolutions within appropriate timeframes	Completed	Implemented as per Council Resolutions.	Governance
12.5.18	Continued implementation of policies and procedures relating to information management. Establish protocols to align with a whole of organisation approach to electronic data management system	Relevant policies and procedures implemented	Commenced & on schedule	To be integrated as part of MC1 Project to ensure Council meets its records management requirements in accordance with State Records Act and records management standards.	Governance
12.5.19	Develop Project Management Plan for the integration of the former three Councils records systems into one "Whole of organisation" Electronic Document Management System (EDMS).	Project Management Plan developed and project initiated as appropriate	Commenced & on schedule	To be integrated as part of MC1 Project to ensure Council meets its records management requirements in accordance with State Records Act and records management standards.	Governance
12.5.20	Ensure legislative compliance through the use of appropriate information providers (including Local Government Legal and Hunter Councils)	A formal compliance process implemented	Commenced & on schedule	Utilised as required.	Governance

Objective 13

Ensure robust community relationships where everyone has a voice in the vision for their community

Strategy 13.1

A welcoming and easy to deal with Council where customers have a positive experience of Council service delivery

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
13.1.1	Develop and implement a customer service charter	Charter implemented	Deferred	Deferred due to integration of Water Services to enable a whole of Council Customer Service Charter.	Engagement and Communications
13.1.2	Implement customer complaints framework to enable reporting in relation to complaints and resolution	Framework implemented and reporting undertaken	Commenced & on schedule	Complaints Handling Policy was adopted on 28/6/17 and related reporting framework has been established.	Engagement and Communications

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
13.1.3	Implement streamlined approach to applications lodgement in three main offices to ensure complete applications are ready for assessment within 24 hours of lodgement	% of applications ready for assessment within 24 hours of lodgement	Deferred	Deferred due to integration of Water Services. This will also be reviewed in line with MC1 project, scheduled for commencement in 2018.	Engagement and Communications

Strategy 13.2

Use of technology to share information and provide easy access to services through a variety of channels

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
13.2.1	Implement unified telecommunications system across all regions	System operational	Commenced & on schedule	Will be live in Q1 of 2018.	Information and Communication Services
13.2.2	Implement stage one of the Corporate Enterprise system to integrate Council's core operating systems ie. Financial, Property, Records etc.	Stage one operational	Commenced & on schedule	On track for 1 July "go live".	Information and Communication Services
13.2.3	Ensure Council meeting information is available to the public	100% of Council business papers published by Friday of the week before the Council meeting 100% of Minutes of Council meetings published on website by Friday 12midday following the Council meeting	Commenced & on schedule	Ongoing compliance.	Governance

Strategy 13.3

Utilise clear communication methods to share information and encourage an informed community to enable meaningful participation and open dialogue on local and regional issues

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
13.3.1	Ensure both a communication plan and an engagement plan is developed, implemented and evaluated for key engagement activity	Engagement & Communications plans developed Plans are evaluated and adapted to resource and community expectation	Commenced & not on schedule	Engagement activities were supported by an engagement and communications plan, which incorporated evaluation measures. Not all data was able to be collected to meet evaluation measures, due to resourcing levels.	Engagement and Communications
13.3.2	Attend key local events to represent Council and provide generic and targeted information	Six regional events attended	Commenced & on schedule	Engagement staff have attended six events across the region for targeted information purposes, in conjunction with specific	Engagement and Communications

				engagement projects. When more engagement resources are recruited in the next reporting period, consideration will be given to how Council can most effectively attend local events.	
13.3.3	Invest in engagement toolkit that includes portable equipment to support community interaction in regional locations	Equipment budgeted and purchased	Deferred	This project has been deferred pending resource recruitment for the engagement team.	Engagement and Communications
13.3.4	Ensure local community based newsletters (electronic and print) feature Council advertising	Council advertising in <4 regional publications biannually	Commenced & on schedule	Advertising in local community newsletters undertaken selectively, depending on locality and the required messaging.	Engagement and Communications
13.3.5	Deliver community information sessions on regular basis to keep community appraised of corporate strategy, Council activity and focus areas	Minimum 2 community information sessions held across minimum 10 communities	Commenced & on schedule	Community information sessions were delivered to 10 communities in October 2017. A video of one of the sessions, and the slides used for the presentation, were also placed on council's website to allow the wider community access to the information presented.	Corporate Strategy and Development
13.3.6	Implement online community engagement tools on MCC website	4 key engagement activities undertaken	Commenced & on schedule	Currently researching options to ensure best value for money for the organisation.	Engagement and Communications
Strategy 13.4	Ensure decisions made are transparent and in the best interest of customers and stakeholders				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
13.4.1	Ensure that decision making is transparent and in the community interest through the continuation of a strong Governance Culture	Strong Governance Framework is maintained	Commenced & on schedule	Governance Framework developed with additional elements added as required.	Governance
13.4.2	Ensure Open Access to information is appropriate within legislative requirements, including GIPA, Website, DA Tracking, Press Releases, etc	All government information is publically where possible available via appropriate media	Commenced & on schedule	100% of Formal GIPA Applications determined within legislative timeframes. Informal GIPA Applications actioned as required. Information made available on Council Website as required.	Governance
Strategy 13.5	Support community involvement in strategic planning for their area				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
13.5.1	Finalisation of Memorial Drive (Forster) boardwalk design in consultation with the community	Long term objective set with a short term shovel ready project documented and ready for implementation	Commenced & on schedule	70% completed, working on detail design.	Community Spaces, Recreation and Trades
13.5.2	Undertake local engagement activities on an as needed basis to encourage community involvement in strategic planning and projects that impact local communities	# of engagements undertaken	Commenced & on schedule	Engagement activities and programs have been developed for the Destination Management Plan, Regional Economic Development Plan, Wingham Place Making Strategy and the CSP.	Engagement and Communications
Objective 14	Establish and maintain Council as a strong partner in the system of government, with a strategic outlook and focus on representing and progressing matters of local and regional significance				
Strategy 14.1	Ensure effective governance practices are in place to enable councillors to fulfil their strategic role				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
14.1.1	Conduct prospective Councillor (candidate) information sessions in preparation for September local government elections	Information and induction sessions undertaken	Completed	Six candidate information sessions held in Taree, Forster and Gloucester (one day, one night) prior to candidate nominations.	Governance
14.1.2	Assist the NSW Electoral Commission to stage the NSW local government election (September 2017)	Election promoted, managed and conducted	Completed	Assisted with production of non-residential roll. Regular meetings held with Returning Officer. Provision of some venues for polling activities on election day. Public enquiries referred to NSW Electoral Commission. Facebook, website and other advertising activities undertaken.	Governance
14.1.3	Develop program for and conduct new Councillor “on-boarding” post-election	“On-boarding” program delivered to newly elected Council	Commenced & on schedule	Commenced and ongoing. Early focus on legislation, policies and Code of Conduct.	Governance
Strategy 14.2	Provide adequate resources for elected members to perform their role				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
14.2.1	Identify Councillor training and development needs	Training identified, Training Plan developed and delivered	Commenced & on schedule	Commenced and ongoing. Initial discussions undertaken to assess individual development needs.	Governance
14.2.2	Review application of IT tools for elected members to be provided with appropriate IT equipment to enable effective representation and communication	Equipment provided and maintained	Completed	Councillors provided with iPads and/or iPhone (if required). Information sent to councillors via emails and <i>Docs on Tap</i> .	Governance / Information & Communication Services
Strategy 14.3	Advocate local and regional interests with State and Federal government and actively contribute to regional and state initiatives				
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
14.3.1	Continue to work collaboratively with external agencies such as OLG, DPC, Ombudsman, LGNSW, etc.	Relationships developed and maintained appropriately	Commenced & on schedule	Ongoing strong relationships maintained and participation in initiatives and programs as appropriate.	Governance / Corporate Strategy and Development

14.3.2	Maintain support for and participation in appropriate regional and state associations including Joint Organisations of Council	Membership maintained	Commenced & on schedule	Membership on Hunter Councils maintained pending introduction of new joint organisation initiative.	Governance
14.3.3	Continue partnerships with other LGA's to identify further opportunities for shared services, infrastructure projects, joint knowledge and capacity	Partnership and resource sharing opportunities implemented where appropriate	Commenced & on schedule	Ongoing, Mayor and General Manager and attend monthly meetings. MCC undertakes regional advocacy through Hunter Councils.	Governance
14.3.4	Respond to State Government local government reform initiatives with the best interests of the local community in mind	Information provided to Council and community as needed	Commenced & on schedule	Dissolution of MidCoast Water and integration into MCC from 1 July 2017. Communication rolled out to community and consistent service provision maintained. Other initiatives include new Code of Meeting Practice draft.	Governance / Corporate Strategy and Development
14.3.5	Participate in Hunter Councils activities and support lobbying issues	Number of initiatives/matters reported to Council	Commenced & on schedule	Ongoing. As per 14.3.6.	Governance
14.3.6	Continue to participate in State Government pilot activities associated with the Hunter Joint Organisation to build better working relationships between councils and State Government agencies	Updates provided to Council	Commenced & on schedule	Ongoing, As per 14.3.6.	Governance

Objective 15 Utilise Integrated Planning as the central framework for Council's operations and apply an adaptable, responsive approach to ensure positive outcomes for customers

Strategy 15.1 Use IP&R to inform the strategic direction for Council that focuses on current and future customer needs

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
15.1.1	Work collaboratively with the community to develop the first MidCoast Community Strategic Plan (CSP) and present to Council for endorsement	CSP endorsed	Commenced & on schedule	Currently in progress.	Communications and Engagement
15.1.2	Liaise with Council and other stakeholders to develop a draft 3-year Delivery Program for their term in office to support the achievement of the aspirations of the community as expressed in the CSP	Delivery Program adopted	Deferred	Scheduled for 2 nd half of 2017-18.	Corporate Strategy and Development
15.1.3	Develop a draft Operational Plan for 2018-2019 that is reflective of the 3-year priorities in the Delivery Program	Operational Plan adopted	Deferred	Scheduled for 2 nd half of 2017-18.	Corporate Strategy and Development

Strategy 15.2 Assess organisational performance against strategic objectives and recognised frameworks and use information to make improvements that ensure sustainability

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
15.2.1	Provide regular reports to Council on the progress on delivery of the Operational Plan in line with Integrated Planning & Reporting requirements	Regular progress repots provided	Commenced & on schedule	This report provides the first 6-month report for 2017-18.	Corporate Strategy and Development
15.2.2	Continue participation in the Local Government Professional (and PwC) Australasian LG Performance Excellence Program and use results to inform improvement areas and actions	Report provided to relevant stakeholders	Commenced & on schedule	Data provided. Note that accuracy of MCC data set will improve over time as computer systems are integrated. Current data no as accurate as it will be once MC1 is up and running. PWC report received and being assessed.	Corporate Strategy and Development
15.2.3	Utilise the Australian Business Excellence Framework to guide organisational improvement focussed on the achievement of sustainable business performance and improved capability of the organisation	Report to MANEX on areas of strengths and opportunities for improvement	Commenced & on schedule	Framework referenced as part of integrated approach opportunities for improvement being identified through culture, corporate development and other programs. Continuing to look at how to best reference the Australian Business Excellence Framework.	Corporate Strategy and Development

Strategy 15.3 Ensure that Council demonstrates strong financial performance

Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
15.3.1	Develop new Long Term Financial Plan with scenarios and integrating asset management and workforce management information in accordance with Integrated Planning & Reporting requirements.	Long Term Financial Plan presented to Council.	Not scheduled for commencement	Revised Long Term Financial Plan will be developed after completion of 2018/2019 budget.	Finance
15.3.2	Develop 2018/2019 Budget, Statement of Revenue Policy and Fees & Charges Schedule for exhibition and adoption.	Prepared, exhibited and adopted by Council within defined timeframes.	Not scheduled for commencement	This will commence during the second half of the 2017/2018 financial year.	Finance
15.3.3	Prepare Quarterly Budget Reviews of the 2017/2018 Budget and present to Council.	Reports presented to Council within legislative timeframes.	Commenced & on schedule	September Quarterly Budget Review presented to Council within required timeframe.	Finance
15.3.4	Complete 2016/2017 Financial Statements have external audit finalised and reports received in accordance with agreed Client Service Plan with Audit Office of NSW.	Agreed timeframes met, audit completed and Financial Statements lodged with Office of Local Government by 31 October 2017.	Completed	2016/2017 Financial Statements completed, audited and lodged with Office of Local Government by extended deadline of 31 December 2017.	Finance
15.3.5	Review financial management policies and develop financial performance indicators and parameters to guide Council.	Policies and indicators adopted by Council.	Commenced & on schedule	Workshops being conducted with Council to develop financial management policies and performance measures.	Finance
15.3.6	Continue harmonisation projects across the Finance management area to guide future actions and decisions.	Number of reviewed processes implemented.	Not scheduled for commencement	The majority of finance related harmonisation processes will be incorporated into the MC1 software implementation.	Finance
15.3.7	Utilise the NSW Department of Premier & Cabinet's benefit capture tool as required as an indicator of savings achieved through the amalgamation	Report to Government, Council and MANEX as appropriate	Commenced & on schedule	Reporting provided to government as required. DPC has transferred responsibility to Office of Local Government.	Corporate Strategy and Development

Strategy 15.4 Apply structured continuous improvement methods to achieve effectiveness and efficiencies					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
15.4.1	Implement a corporate asset management system	System implemented	Commenced & on schedule	Being undertaken in conjunction with MCC1 project.	Property and Commercial Services
15.4.2	Consolidate property management data into a central property database	Property system consolidated	Commenced & on schedule	Being undertaken in conjunction with MCC1 project.	Property and Commercial Services
15.4.3	Consolidate Council's land registers and ensure all land is classified as community or operational land	Land register consolidated	Commenced & on schedule	Being undertaken in conjunction with MCC1 project.	Property and Commercial Services
15.4.4	Regularly review Council's levels of service and business processes including integration across MCC in the area of s149 certificate processes including reporting on land contamination; standard certificate template, ability to receive application online	% of integration complete	Commenced & on schedule	The most significant initiative to be implemented was the online lodgement and emailing of s149 certificates. This has been well received by customers. Certificate Templates from other Councils have been obtained with a view to creating a single consistent template for all of MCCs offices. Council's Environmental Health Department and 149 Certificate Officer is partnering with Hunter Councils on the establishment of a contaminated land register and maintenance system.	Strategic Planning
15.4.5	Continue with programmed service reviews utilising an agreed strategic approach to ensure evidenced based decision making in the provision of efficient and effective services	Services reviewed and recommendations endorsed	Deferred	Discussion regarding service reviews prioritisation to be held with Council during 2 nd half of 2017-18.	Corporate Strategy and Development
15.4.6	Develop and implement a program of business process improvement reviews across the organisation. Undertake an engagement and education program with staff on the approach and system to enable continuous review by subject matter experts	Program implemented and # of reviews undertaken	Commenced & on schedule	Process improvement activities focussed on MC1 to ensure business processes ready for go live date.	Corporate Strategy and Development
15.4.7	Provide support to merger integration activities throughout the organisation via a resourced Project Management Office (PMO)	Activities and initiatives supported	Commenced & on schedule	Support to the business now provided via Corporate Strategy and Development as part of integration.	Corporate Strategy and Development
Objective 16 Generate, collect and analyse the right data to inform decision-making					
Strategy 16.1 Implement technology that enhances access to efficient services and information					
Activity ref.	2017/18 Actions	Performance Measure	6 Month Status	Comment	MidCoast Council Responsibility
16.1.1	Implement MidCoast Council website	Website operational with relevant data	Commenced & on schedule	The new MidCoast Council website was finalised and is now operational. The site will now be reviewed to ensure it delivers an optimum service to our community.	Engagement and Communications
16.1.2	Implement Service Request Management System	System operational with relevant data	Commenced & on schedule	Service Request Management System is included in Phase 2 of the MC1 project, scheduled for commencement in 2018.	information and Communication Services / Engagement and Communications

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