



MIDCOAST
council



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

Six month review
July - December 2020





ACKNOWLEDGEMENT OF COUNTRY

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

HOW TO CONTACT US

Website: www.midcoast.nsw.gov.au

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

Email: council@midcoast.nsw.gov.au

Visit our Administration and Customer Service Centre:

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

Visit our regional customer service points:

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

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

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HOW TO READ THIS DOCUMENT

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

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

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

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

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

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



Completed



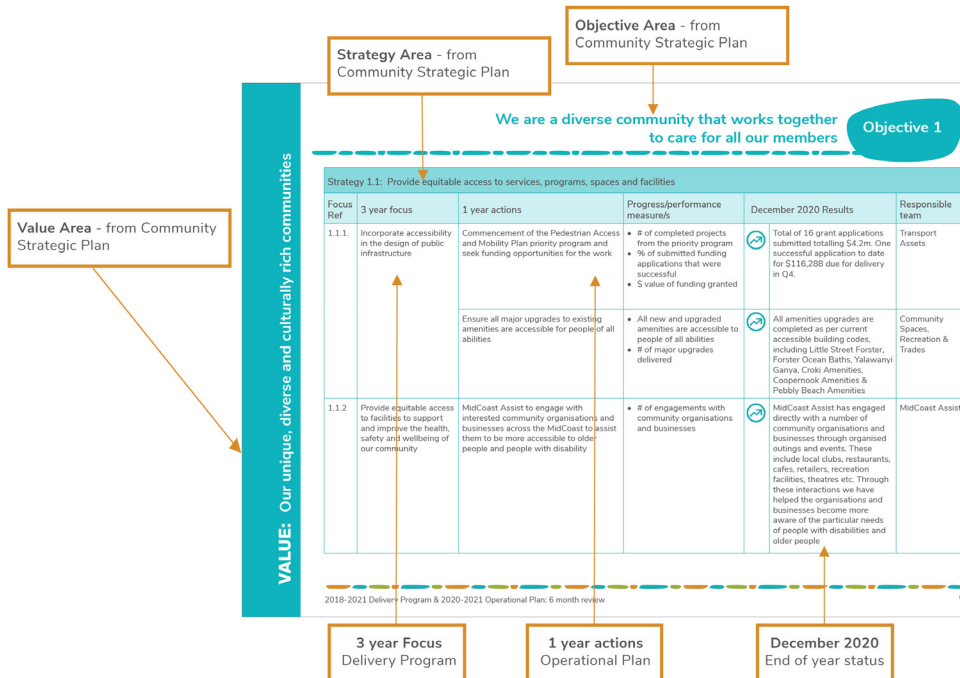
On schedule



Delayed



Revised






WE VALUE...

our unique, diverse and
culturally rich communities





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

Objective 1


Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
1.1.1.	Incorporate accessibility in the design of public infrastructure	Commencement of the Pedestrian Access and Mobility Plan priority program and seek funding opportunities for the work	<ul style="list-style-type: none"> # of completed projects from the priority program % of submitted funding applications that were successful \$ value of funding granted 		Total of 16 grant applications submitted totalling \$4.2m. One successful application to date for \$116,288 due for delivery in Q4	Transport Assets
		Ensure all major upgrades to existing amenities are accessible for people of all abilities	<ul style="list-style-type: none"> All new and upgraded amenities are accessible to people of all abilities # of major upgrades delivered 		All amenities upgrades are completed as per current accessible building codes, including Little Street Forster, Forster Ocean Baths, Yalawanyi Ganya, Croki Amenities, Coopernook Amenities & Pebbly Beach Amenities	Community Spaces, Recreation & Trades
1.1.2	Provide equitable access to facilities to support and improve the health, safety and wellbeing of our community	MidCoast Assist to engage with interested community organisations and businesses across the MidCoast to assist them to be more accessible to older people and people with disability	<ul style="list-style-type: none"> # of engagements with community organisations and businesses 		MidCoast Assist has engaged directly with a number of community organisations and businesses through organised outings and events. These include local clubs, restaurants, cafes, retailers, recreation facilities, theatres etc. Through these interactions we have helped the organisations and businesses become more aware of the particular needs of people with disabilities and older people	MidCoast Assist

Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
1.1.3	Participate in projects that enhance the inclusiveness of community spaces	Apply the “Everyone Can Play Guidelines” for inclusive play spaces across MCC playgrounds	<ul style="list-style-type: none"> % of total playgrounds across MCC that have been reviewed against the Guidelines 		6% of MidCoast Council playgrounds have been reviewed against the guidelines	Community Spaces, Recreation & Trades
1.1.4	Maintain recreation infrastructure to a minimum condition assessment	Complete maintenance works in accordance with the Condition Assessment Schedule	<ul style="list-style-type: none"> % of scheduled maintenance works completed according to schedule 		64% of scheduled works have been completed	Community Spaces, Recreation & Trades
1.1.5	Implement the Disability Inclusion Action Plan (DIAP)	Begin engagement for development of next iteration of the DIAP	<ul style="list-style-type: none"> Engagement Plan developed by 30 June 2021 		Engagement plan completed. Consultation due to commence in February 2021	Libraries & Community Services
		Evaluate outcomes of current DIAP	<ul style="list-style-type: none"> Evaluation completed & outcomes available to inform next DIAP 		Evaluation scheduled for action in the April - June 21 quarter	Libraries & Community Services
		Undertake staff awareness building activities in relation to diversity, inclusion and the needs of people with a disability	<ul style="list-style-type: none"> # of activities undertaken # of participants 		Aboriginal Cultural Awareness Training (115 staff), Domestic Violence Support Person Training (17 staff), Mental Health Awareness Training for Older People (11 staff), Mental Health First Aid (2 staff)	Human Resources


Strategy 1.1: Provide equitable access to services, programs, spaces and facilities						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
1.1.6	Provide quality, personalised services and supports for people with disability to assist them to achieve their individual goals	<p>Deliver quality services for people with disability including:</p> <ul style="list-style-type: none"> • social and community engagement activities, • co-ordination of support services, and • financial intermediary services <p>Explore how quality services can viably be delivered beyond MCA's current footprint through completion of Business Plan, Marketing Strategy and Small Towns Engagement Strategy</p>	<ul style="list-style-type: none"> • # of participants accessing each service • Development of relevant plans and strategies • Examples of activities undertaken 		<p>As at 31 December 2020, MidCoast Assist was delivering Support Coordination services to 131 participants, Plan Management services to 299 participants and Social and Community Engagement services to 236 participants</p> <p>Through consultations with staff a strategic plan for the whole of the organisation as well as plans for each service stream which feed into the overall plan was developed. MidCoast Assist's Small Town Engagement Strategy has been drafted and Marketing Strategy completed</p> <p>Disruption to the delivery of face to face services continued but services are now being delivered in a COVID-19 safe manner. Commenced Domestic Assistance services for people with disability and the uptake suggests that this is filling a gap in the market</p>	MidCoast Assist

Strategy 1.1: Provide equitable access to services, programs, spaces and facilities					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.1.7	Provide quality, client-centred services and supports for older people to assist them to remain living independently in the community	<p>Deliver quality services for older people including:</p> <ul style="list-style-type: none"> Commonwealth Home Support Program (CHSP) funded services, including social support and transport, and Customised Care Services, including Home Care Packages <p>Explore how quality services can viably be delivered beyond MidCoast Assist's current footprint through completion of Business Plan, Marketing Strategy and Small Towns Engagement Strategy</p>	<ul style="list-style-type: none"> # of clients accessing each service Examples of activities undertaken Development of relevant plans 	 <p>As at 31 December 2020, there were 493 clients receiving ageing services. This included 97 clients of our Home Care Package service and 396 clients of our CHSP funded Active and Older programme</p> <p>Disruption to the delivery of face to face services continued but services are now being delivered in a COVID-19 safe manner. The Technology in the Homes project has been extended with external grant funds for two more years and is well-subscribed by older people from throughout the MidCoast region. Expanded Domestic Assistance services for CHSP clients and the uptake indicates that the service is filling a vital need</p> <p>Through consultations with staff, MidCoast Assist developed a strategic plan for the whole of the organisation as well as plans for each service stream which feed into the overall plan. MidCoast Assist's Small Town Engagement Strategy has been drafted and Marketing Strategy completed</p>	MidCoast Assist




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.1.8	Ensure that sufficient land is zoned in appropriate locations to meet the needs of the population for recreation and community facilities	Complete Recreation Zones Review for urban and rural areas identifying land that could or should be zoned for recreational purposes	<ul style="list-style-type: none"> Amount of additional land identified for RE1 zoning 	 Consultation on urban recreation areas commenced in 2020. Consultation on rural recreation areas scheduled in 2021	Land Use Planning



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.2.1	Acknowledge and recognise Aboriginal communities within our projects	Deliver Aboriginal community-strengthening activities in line with funding body program level agreements and in consultation with key stakeholders	<ul style="list-style-type: none"> # of activities delivered # of Aboriginal participants 	 22 Activities Attendance and number of activities were significantly impacted by COVID-19 Physical attendance by 830 people. 2 live streamed events attracted an online audience of 1,063 people	Libraries & Community Services




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.2.2	Engage with Aboriginal people and the Aboriginal/community services sector to develop community connections for Aboriginal people, build social capital and local networks and promote tolerance and understanding of diversity	Develop and implement the Aboriginal Action Plan in partnership with key stakeholders	<ul style="list-style-type: none"> • % of scheduled 2020-21 actions completed from Action plan • Examples of outcomes from implementation 	 Development of Aboriginal Action Plan significantly delayed by COVID-19. This very vulnerable community does not engage well through online activities so we have had to wait until face-to-face opportunities are possible. Consultation will occur in third quarter (Jan - Mar 21)	Libraries & Community Services
		Deliver Aboriginal Cultural Awareness training to leadership team and other identified staff	<ul style="list-style-type: none"> • # of staff who receive training • Staff feedback on training provided 	 Aboriginal Cultural Awareness Training (115 staff), positive feedback as the value of the training and it meeting expectations received from >95% of attendees	Libraries & Community Services
1.2.3	Support programs and activities that acknowledge, celebrate and empower local Aboriginal communities and ensure opportunities for engagement and empowerment through a coordinated approach	Work in partnership with other sections of council to deliver one program/event at the Gallery for NAIDOC Week	<ul style="list-style-type: none"> • Event delivered • # of participants 	 6 NAIDOC workshops 120 participants	Growth, Economic Development & Tourism



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.3.1	Promote programs to encourage the participation of young people to meet their leisure, learning and social interaction needs at Council facilities	Develop and deliver a program of library events targeted at young people	<ul style="list-style-type: none"> # of events held # of participants Level of satisfaction reported from library customer survey responses 	 <p>All face to face programs and events were suspended in 2020 due to COVID-19. 16 virtual storytimes. 5,698 views of online storytime. 711 take home school holiday & storytime activity packs. 91.4% of survey respondents rated the children's programs as Very Good or Outstanding</p>	Libraries & Community Services
1.3.2	Engage with young people and the youth/ community services sector to develop community connections for young people, build social capital and local networks and promote tolerance and understanding of diversity	Continue implementation of the Annual Action Plan of the Youth Strategic Plan and develop the 2021-22 Action Plan in partnership with key stakeholders	<ul style="list-style-type: none"> % Annual Action Plan implemented # of stakeholder partners involved with delivery of action plan 20-21 Annual Action Plan finalised Examples of outcomes from implementation 	 <p>Approximately 45% of annual action plan implemented. 22 stakeholder partners involved across the LGA. Action Plan to be finalised. Youth-friendly spaces survey conducted, MidCoast Youth Action Team has been supported to deliver social media content through key activities, Manning Wellbeing Map developed, Advocacy for Headspace implementation ongoing, Youth Speak forums proposed and an initial pilot run, Great Lakes PCYC feasibility investigation, 4 youth service providers represented on the Manning & Great Lakes Suicide Prevention Networks</p>	Libraries & Community Services





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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.3.3	Develop and implement a Council Employment-based Training Strategy that meets our business needs and aligns with our Workforce Strategy	Undertake a review of the existing Employment-Based Training Strategy	<ul style="list-style-type: none"> Review completed Revised Strategy finalised 	 A review of the Employment Based Training Strategy was completed. Carer's of the Future School to Work Pilot Program established and is commencing in early 2021	Human Resources
		Continue implementation of the Employment-Based Training Strategy	<ul style="list-style-type: none"> Council roles which are Apprentices, Trainees or Graduates meets or exceeds 3% % of existing Council Apprentices, Trainees or Graduates who move into permanent positions with Council upon completion of their Program 	 Council is employing a further 19 staff into entry level positions in early 2021. This will take the % of roles which are entry level to ~ 5.3% of staff Report on movement to permanent positions produced at EOY only. Staff and supervisor feedback on the program is positive	Human Resources
1.3.4	Deliver children and youth activities to develop the Manning Regional Art Gallery as an education facility	Provide Youth Week activities in line with Department of Communities and Justice objectives and funding guidelines	<ul style="list-style-type: none"> # of events held with a youth focus for youth week # of participants aged 12-25 years Examples of activities provided 	 Youth Week moved from April to September due to COVID-19. 5 youth week events conducted online due to public health order restrictions 210 young people directly involved. With most activities delivered online it was possible to measure online reach engagement. Social media records 66 posts with a combined reach of 16,000 people, 1,236 post engagements with an engagement rate of 7.7% 48-hour challenges (7 challenges across 2 weeks), online skate competition, photo exhibition and 'Material Sound' schools challenge conducted in partnership with the Art Gallery	Libraries & Community Services




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.3.5	Provide opportunities for young people to participate in volunteer programs	Increase the number of schools participating in graffiti removal programs	<ul style="list-style-type: none"> # of schools participating during the year # of participating schools compared to previous years 	 <p>3 schools. 5 schools participated last year. Increased participation has been restricted due to COVID-19</p>	Community Spaces, Recreation & Trades
1.3.6	Provide regional level recreational activities targeted at families	Finalise plans for Pelican Boardwalk Extension, Forster	<ul style="list-style-type: none"> Plans adopted Amount of external funding secured 	 <p>Plans finalised \$400k in funding</p>	Community Spaces, Recreation & Trades


Strategy 1.4: Support a diverse housing mix that provides choice and meets the needs of our community

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.4.1	Investigate and provide opportunities for social housing	Review occupancy rates at seniors' units in Gloucester to ensure maximum occupancy and investigate reasons for any under-utilisation	<ul style="list-style-type: none"> • % of units occupied • Utilisation report completed 	 All but 1 of the units are now occupied (circa 95%). The remaining unit is undergoing maintenance and will be occupied by an applicant selected from the current waiting list	Legal & Property Services
1.4.2	Prepare a consolidated MidCoast Local Environmental Plan and Development Control Plan that provides opportunities for affordable and diverse housing options	Commence drafting of MidCoast Local Environmental Plan (LEP), with a focus on considering appropriate housing-related clauses and mapping	<ul style="list-style-type: none"> • Consideration of appropriate housing related clauses/mapping for inclusion in the draft MidCoast LEP for urban areas – June 2021 • Housing Strategy completed • Housing mapping completed 	 Final Housing Strategy reported to Council in December 2020 providing directions for MidCoast LEP Finalisation of document and mapping underway	Land Use Planning
1.4.3	Ensure there is sufficient land identified for future rezoning to cater for residential growth in appropriate locations	Complete Urban Land Monitor to identify any residential land supply deficiencies	<ul style="list-style-type: none"> • Residential land supply issues documented 	 Final Urban Land Monitor reported to Council in December 2020 and finalisation of the document is underway	Land Use Planning
1.4.4	Prepare Local Planning Statements that reflect the aspirations of local communities relating to the provision of housing	Seek community feedback on the type and amount of housing desired in urban areas as part of the development of the Local Strategic Planning Statements	<ul style="list-style-type: none"> • Community aspirations re urban housing documented 	 Interim Local Strategic Planning Statement completed in September 2020	Land Use Planning

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



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
1.5.1	Provide support to community groups to maximise sustainable usage of community halls	Facilitate appropriate hall occupation arrangements with long-term hall user groups Engage a dedicated Halls Officer	<ul style="list-style-type: none"> • % of community hall user groups with current instruments of tenure agreements in place 		85%. Hall agreements continue to be reviewed	Community Spaces, Recreation & Trades
1.5.2	Engage with members of the community and the services sector to develop community connections, build social capital and local networks and promote tolerance and understanding of diversity	Develop and implement the Year 1 Action Plan of the Ageing Strategy, in consultation with and in partnership with key stakeholders	<ul style="list-style-type: none"> • % of Year 1 Actions completed • # of partner organisations who contributed to implementation • Examples of outcomes achieved from implementation 		Development of Ageing Strategy significantly delayed due to staff resource availability and COVID-19 Engagement Plan completed and consultation scheduled to commence in February	Libraries & Community Services
1.5.3	Provide financial assistance to support not-for-profit and community based organisations to deliver projects of community benefit	Administer Council's Community Donations Program in accordance with approved policy and budget	<ul style="list-style-type: none"> • # of community donations made • \$ value of donations made • % of allocated budget utilised • Examples of projects enabled through donations 		Funding round scheduled for March 2021	Libraries & Community Services


Strategy 1.6: Empower our towns and villages to retain and celebrate their unique identity, while working towards a shared community vision

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
1.6.1	Develop local community plans for MidCoast Towns and Villages	Continue to implement the local community planning program	<ul style="list-style-type: none"> Four local community plans developed 		Three local community plans are currently being developed	Engagement, Communication and Education



Strategy 1.7: Welcome people of all abilities and backgrounds



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
1.7.1	Advocate for inclusion	Build and capitalise on networks and partnerships at a local, state and federal level to contribute to the identification and resolution of barriers to inclusion	<ul style="list-style-type: none"> # and nature of networks and partnerships Council participate in Examples of outcomes of advocacy undertaken 	 <p>3 Community Inclusion and Wellbeing Reference Group meetings and 3 Community Interagency meetings convened. Partnership with Hunter New England Health to host 15 Suicide prevention network meetings in Manning and Great Lakes regions to address mental health, meeting with Aboriginal Land Council CEOs, 3 Manning Aboriginal Community Working Party meetings, and 6 Aboriginal Education Consultative Group meetings</p> <p>Partnership with service providers to celebrate International Day of People with Disability, Indigenous Literacy Day, Advocacy for improvements to Access for accessible toilets, disability parking spaces and road surfaces for wheelchair use</p>	Libraries & Community Services
1.7.2	Expand the visitor profile of the Manning Regional Art Gallery	Manning Regional Art Gallery to partner with community groups to deliver programs	<ul style="list-style-type: none"> # of programs # of participants # of partnerships with community groups 	 <p>6 programs 340 participants 6 partnerships</p>	Growth, Economic Development & Tourism

Strategy 1.7: Welcome people of all abilities and backgrounds						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
1.7.3	Implement Council's EEO Management Plan	Review Council's induction processes for staff and contractors	<ul style="list-style-type: none"> • # of new staff inducted • # of staff inducted at Biripi Way site • Staff feedback on induction process 		<p>Induction program for all staff has been revised and incorporates greater MANEX involvement. All new starters (100) have been inducted.</p> <p>Orientation for existing staff moving to Yalawanyi Ganya - (Biripi Way) is due in Jan 2021.</p> <p>New starters and staff resuming after January 2021 will be inducted via an online induction program.</p> <p>Staff feedback on the induction program is positive</p>	Human Resources





We will embrace the uniqueness and creativity of our communities

Objective 2



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
2.1.1	Provide opportunities for community groups to utilise Council owned properties	Negotiate rebate opportunities for community leases/licences	<ul style="list-style-type: none"> # of community groups afforded rebates Types of community groups who benefited from rebate 	 9 community groups have been afforded rebates during the first 6 months of the reporting period Forster Croquet Club, Manning Valley Neighbourhood Centre, Manning Valley Woodworkers, Forster Keys Progress Association, Old Bar Mens Shed, Forster Neighbourhood Centre, Black Head Tennis Club, Old Bar Tennis Club, Limitless Dance	Legal & Property Services
2.1.2	Deliver Tidy Towns sustainability activities	Support Tidy Towns sustainability activities	<ul style="list-style-type: none"> # activities supported Examples of outcomes achieved 	 The Tidy Towns committee has not been active due to COVID-19	Libraries & Community Services




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
2.2.1	Implement the Heritage Conservation Management Plan	Continue to seek funding for heritage projects for the MCC area	<ul style="list-style-type: none"> • # of funding applications submitted • % that were successful • \$ value of funding secured • Compared to previous year 	 <p>2 applications submitted</p> <p>Nabiac Park War Memorial - \$2,000 to contribute to the concrete path</p> <p>Coopernook War Memorial - \$6,840 to clean and repair the monument</p> <p>100% successful</p> <p>\$8,840 total value funding secured</p> <p>100% increase on previous year</p>	Community Spaces, Recreation & Trades
2.2.2	Ensure consultation on future capital projects that provide opportunities or impact upon individual qualities of towns / villages	Undertake consultation during the design process with key stakeholders on the following: <ul style="list-style-type: none"> • Isabella Street, Wingham • Wingham Road, Kolodong 	<ul style="list-style-type: none"> • # of consultations undertaken • # of participants • Examples of consultation outcomes 	 <p>Consultation sessions are underway for Isabella Street and Wingham Road</p>	Transport Assets
2.2.3	Ensure our heritage is valued and conserved	Provide free specialist heritage advice to landowners and developers	<ul style="list-style-type: none"> • # of occasions heritage advice was provided compared to previous year 	 <p>Approximately 30 enquiries over 6 month period</p>	Land Use Planning
		Provide Local Heritage Fund grants to owners of heritage listed items to assist with the restoration and maintenance of heritage items	<ul style="list-style-type: none"> • # of grants allocated • \$ value of grants provided and works undertaken • Examples of restoration/ maintenance funded by grants 	 <p>Sixteen grants allocated. Four completed to-date</p> <p>\$28,500 grants allocated, achieving an estimated \$130,670 for total costs spent on restoration works</p> <p>Include painting, repairs, fencing, verandah repairs and preparation of a heritage strategy</p>	Land Use Planning






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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
2.3.1	Plan for the future of the MidCoast Region to provide a vibrant, creative and sustainable art and culture sector	Complete the <i>MidCoast Cultural Plan 2036</i> Include relevant four-year actions in next Delivery Program	<ul style="list-style-type: none"> Cultural Plan completed by December 2020 Cultural Plan actions included in draft 2021-25 Delivery Program 	 <p>The development of the plan was predicated on several major rounds of consultation. This process has been significantly impacted by COVID-19 - completion expected June 2021</p>	Growth, Economic Development & Tourism
2.3.2	Provide opportunities for active and participatory arts and cultural experiences throughout the community	Create positive visitor experiences at the Manning Regional Art Gallery (MRAG) by delivering a program of local and touring exhibitions that attract growing audiences	<ul style="list-style-type: none"> # of local exhibitions curated at the MRAG # touring exhibitions curated at the MRAG # of visitors compared to previous year 	 <p>5 local exhibitions 3 touring exhibitions Due to COVID-19 public programs and public events such as openings, performances, floor talks, tours, schools groups, disability groups and aged care visits have been very limited or not allowed by the public health orders in NSW. This reduced our overall attendance during this period by 3,421 compared with last years vistors of 7,692</p>	Growth, Economic Development & Tourism

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
2.3.2 cont'd	Provide opportunities for active and participatory arts and cultural experiences throughout the community	Prepare and deliver a range of performing and visual arts public events through the Manning Entertainment Centre (MEC) and MRAG that engage a variety of target groups, in partnership with local schools, education facilities, and community groups	<ul style="list-style-type: none"> • # of events conducted • # of participants • # of organisations that partnered in delivery • Examples of different target groups reached • Participant satisfaction levels if information available 		<p>29 events, 5,237 participants plus cast and crew</p> <p>18 organisations</p> <p>Example of partnership includes a diverse number of groups such as Australian Children's Music Foundation, local high schools, local performing arts groups, concert bands, dance schools, etc</p> <p>Audiences have comprised students, senior citizens, etc</p> <p>MEC has received a number of complimentary emails from user groups and positive feedback via Trip Advisor. This was especially important given the challenges faced with compliance with COVID-19 restrictions</p>	Growth, Economic Development & Tourism
2.3.3	Investigate and undertake capital works projects to improve our cultural buildings	Complete the Library minor works upgrade program	<ul style="list-style-type: none"> • % of Library minor works program completed by 30 June 2021 		All works completed as requested. Any further requests will be actioned on a priority basis	Community Spaces, Recreation & Trades
		Progress the design and construction of the new studio space at the Manning Entertainment Centre	<ul style="list-style-type: none"> • Design completed • Builder appointed • Construction commenced 		<p>Design and Tender documentation complete</p> <p>Building tender advertised. Appointment due second half of 20/21</p> <p>Due to commence construction second half of 20/21</p>	Growth, Economic Development & Tourism






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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
2.3.4	Ensure the Manning Regional Art Gallery is well maintained and meets industry standards	Seek funding to improve the Manning Regional Art Gallery's Heating, Ventilation, Air Conditioning (HVAC) and all abilities access	<ul style="list-style-type: none"> # of funding applications submitted % successful \$ value of funding received Examples of access improvements made with the funding 		No funding applications have been submitted for HVAC due to limited suitable funding streams All abilities access - disability ramp and new automatic front entrance upgraded in Oct 2020 utilising the Regional Cultural Fund (RCF)	Community Spaces, Recreation & Trades
2.3.5	Ensure the Manning Entertainment Centre is well maintained and sustainable opportunities are taken to cater for the future of performing arts in the MidCoast region	Continue planned upgrade of MEC auditorium house lights and stage lighting fixtures	<ul style="list-style-type: none"> % of planned upgrade completed 		Not commenced this period. To be assessed against other priority projects	Growth, Economic Development & Tourism
		Incorporate new studio space into future marketing campaigns (due for completion 2020)	<ul style="list-style-type: none"> Marketing strategy amended to reflect new studio space 		Marketing commenced	Growth, Economic Development & Tourism
2.3.6	Present a diverse range of entertainment at the Manning Entertainment Centre	Continue to develop and present a season of performing arts events and public programs Identify target markets	<ul style="list-style-type: none"> # of events and programs presented # of people attending Collate feedback data where available to inform programming 		4 Events, 72 participants Public programs and ability to collate feedback have been limited due to COVID-19	Growth, Economic Development & Tourism
2.3.7	Provide opportunities at local libraries to showcase local talent	As opportunities arise Libraries will showcase local talent by: <ul style="list-style-type: none"> Hosting gallery exhibitions Hosting creative arts displays Supporting author talks and other forms of live entertainment 	<ul style="list-style-type: none"> # of author talk events facilitated # of participants # of gallery exhibitions # of arts displays hosted 		All face to face programs and events were suspended in 2020 due to COVID-19 10 talks 223 participants 5 art exhibitions	Libraries & Community Services


WE VALUE...

a connected community





Strategy 3.1: Encourage and expand volunteering opportunities						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
3.1.1	Integrate and align Council's framework for attracting, engaging and retaining volunteers	Further develop a framework for developing volunteers by implementing recommendations from the <i>Internal Audit of Volunteer Management</i>	<ul style="list-style-type: none"> % of recommendations implemented 		Development of an all-of-Council framework in progress in consultation with internal stakeholders. Draft Policy completed. Risk component being developed. Development of MC1 component delayed until January 2021	Libraries & Community Services
3.1.2	Provide opportunities for volunteering in the delivery of Council's services and recognise the contribution made by volunteers	Host Council volunteer recognition events during National Volunteers Week	<ul style="list-style-type: none"> At least two events held # of Council's registered volunteers attending 		Volunteers Week is scheduled for late May 2021 Christmas thank you event for Hallidays Point volunteers 15 attendees	Libraries & Community Services
		Encourage volunteer involvement at our libraries	<ul style="list-style-type: none"> # of library volunteers 		238 volunteers	Libraries & Community Services
3.1.3	Continue to support volunteer mowing and land care programs	Promote opportunities to volunteer in the mowing and landcare programs to attract new volunteers Work with the community to have over 1050 engaged volunteers by the end of 2020/21 FY	<ul style="list-style-type: none"> Total # of volunteers in program (target = 1050) # of new volunteers recruited in response to promotion activities 		1,128 volunteers Promotion has been limited due to COVID-19 issues	Community Spaces, Recreation & Trades
3.1.4	Expand and support volunteer programs in areas where there is no current activity	Increase volunteer support at Gloucester and Harrington through promotion of volunteer opportunities	<ul style="list-style-type: none"> # of hours supporting volunteer groups # of newly formed groups 		41,461 hours supporting volunteers working in dune care, mowing etc No newly-formed groups due to the COVID-19	Community Spaces, Recreation & Trades




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





Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
3.2.1	Enable Aboriginal partnership programs where possible in the management of the natural environment	Provide opportunities for local Aboriginal groups and organisations to partner with Council in the delivery of natural resource management (NRM) projects	<ul style="list-style-type: none"> • # of partnership programs in place • Examples of environmental management works undertaken by the partnership 	 <p>Three partnership programs in place</p> <p>TIDE (Taree Indigenous Development & Employment) has been engaged to undertake a number of weed control projects within Council's natural area reserves and on various private property assisting Council manage high priority weeds such as TSA, Longleaf willow primrose and Senegal tea plant in the manning catchment. Partnerships with TIDE have also been established to assist in the delivery of grant funded bushfire recovery projects and pest management. Council has also engaged TIDE in partnership with the Hunter Local Land Services to deliver a Plastic Pollution (Marine Debris) Reduction Program within key areas over the next 3 years.</p> <p>Purfleet-Taree LALC has been engaged to consult Biripi community for the Manning River Estuary CMP, to identify potential partnership projects in the implementation phase</p>	Natural Systems

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




Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
3.2.2	Develop library facilities to meet the changing and ongoing needs of the community	Undertake community survey to evaluate success of completed Forster Library and Civic Precinct development project	<ul style="list-style-type: none"> Project completed by 30 June 2020, meeting all project requirements % of survey responses reporting positive community outcomes 	 Unable to complete survey as Civic Precinct project delayed by developer citing COVID-19 implications. To be addressed in 2021/22 planning	Libraries & Community Services
		Report on actions taken or planned in response to 2019-20 customer survey	<ul style="list-style-type: none"> % of identified actions completed Examples of actions taken/ outcomes achieved, within the capacity of the library to address 	 All five recommendations for 2020 have been met, others for 2021 are on track Crowded shelving will be addressed at Wingham as part of refurbishment project Wifi now available at Old Bar Library Exploring options for greater access hours at Harrington Online Public Access Catalogue for Gloucester being prepared for installation Online content expanded	Libraries & Community Services

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






Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
3.2.3	Enhance access to the library collections	Purchase new stock and review age of current Library collection remains current and relevant to community	<ul style="list-style-type: none"> • # of new items purchased • Age of collection • % of community survey respondents who report satisfaction with library collections 	 <p>7,742 new items purchased 51.4% 0-5 yrs 89.21% of survey respondents rated the physical collection as Very Good or Outstanding 85.27% rated the online collection as Very Good or Outstanding</p>	Libraries & Community Services
		Consolidate and enhance the collection for the new Forster Library	<ul style="list-style-type: none"> • Collection changes completed by opening of new facility 	 <p>Project delayed by developer citing COVID-19 implications Expect this to be completed in 21/22 plan</p>	Libraries & Community Services
		Trial new short-term lending collection	<ul style="list-style-type: none"> • Collection introduced to at least one library site • # loans of new collection items 	 <p>Looking to implement in Taree if feasible prior to end of 20/21 If not practical it will be done in conjunction with the new Forster Library in 21/22</p>	Libraries & Community Services

Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
3.2.4	Conduct events and programs through the library that provide opportunities for social inclusion and demonstrate the library's role as a cultural centre for the community	Conduct events and programs in alignment with community needs	<ul style="list-style-type: none"> # of programs and events conducted # of participants % of survey respondents who report a positive library experience 		<p>All face to face programs and events were suspended in 2020 due to COVID-19</p> <p>24 online events</p> <p>726 participants at Zoom author talks and workshops</p> <p>80.99% of survey respondents rated events for adults as Very Good or Outstanding</p>	Libraries & Community Services
3.2.5	Provide support for local content in the library collections	Expand the online digitised local history Collection Provide ability to offer digitised local content on other platforms	<ul style="list-style-type: none"> # of digitised items added to the collection Digital platforms made available for local content 		<p>Additional equipment purchased to enhance capacity to process images</p> <p>This will enable further digitisation of the Library Management System - supplier developing new platform for digital display</p>	Libraries & Community Services
3.2.6	Provide library services targeted at enhancing community access	Deliver an outreach and delivery program to seniors and those with restricted mobility	<ul style="list-style-type: none"> # of clients serviced by this program % of program participants who report satisfaction with service 		<p>281 individuals and 20 aged care facilities</p> <p>Survey to be conducted in 2021/22</p>	Libraries & Community Services
		Assist residents to improve literacy levels and their quality of life through the "Better Reading Better Community" initiative	<ul style="list-style-type: none"> # of active tutors 		<p>Program suspended for 2020</p>	Libraries & Community Services



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
4.1.1	Deliver maintenance programs within allocated budgets	Deliver annual resealing program within allocated budgets and timeframes	<ul style="list-style-type: none"> % program completed Examples of significant reseal projects completed from the works program 	 68% Complete Projects Completed; Seal Rocks Road - Seal Rocks (Various segments), Coomba Road (Various segments)	Operations
		Deliver annual: <ul style="list-style-type: none"> Rural road maintenance program Urban road maintenance program Regional road maintenance program 	<ul style="list-style-type: none"> % of annual maintenance program completed Examples of significant works completed 	 56% Complete Response to storm events Drainage maintenance in Pacific Palms	Operations
4.1.2	Efficiently manage maintenance of the road network	Identify high risk road maintenance issues and prioritise these works according to available resources Identify improvement opportunities including the adoption of new processes or technologies Recycling and reusing materials where possible	<ul style="list-style-type: none"> % of safety service requests completed on time % of maintenance budget spent # of new processes or technologies trialed Examples of types and amount of materials 	 91% requests completed on time 56% budget spent No new processes Recycled gravel pavement from Avalon Road used as gravel patch / resheet material on gravel roads Rehabilitating existing pavements through stabilisation of existing materials where appropriate to reduce waste materials Stock piling mulch from tree removal for use as erosion and sediment control to protect exposed earth areas on worksites	Operations


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
4.1.3	Implement a single Enterprise Resource Planning solution for MidCoast Council to enable Strategic Asset Management	<p>Implement and configure single Property & Revenue system</p> <p>Implement and configure single Document Management system</p>	<ul style="list-style-type: none"> • % of Property and Revenue system users using new single system. • % of newly created asset records filed on new document management system 		<p>100% using new single system</p> <p>100% using new document management system</p>	Information Technology
4.1.4	Develop and refine asset management strategies, plan and policies	Prepare Asset Management Plans	<ul style="list-style-type: none"> • # of asset management plans prepared 		Now included in the charter of the Asset Management Working Group with a broader scope to incorporate all asset classes	Transport Assets
		Update MCC Standard Drawing suite to reflect latest Engineering Specifications to ensure clarity for Developers, Contractors and Operations staff	<ul style="list-style-type: none"> • % of Standard Drawings updated to reflect latest specifications 		13 standard drawings updated. 2 remain to be updated	Projects & Engineering
4.1.5	Plan for future traffic needs as part of the capital works program	<p>Monitor traffic flows and accident data to identify traffic movement trends and “black spots”</p> <p>Implement safety or road efficiency improvements accordingly</p>	<ul style="list-style-type: none"> • # of “black spots” or traffic improvement sites identified; • # of safety improvements implemented in response • # of funding applications submitted • % successful • \$ value of funds received 		Blackspot / Safer Roads program of works underway	Transport Assets
4.1.6	Implement Developer Contribution funded projects	<p>Implement Phase 1 of MidCoast Developer Contributions Plan Project:</p> <ul style="list-style-type: none"> • Identify regional and local catchments • Complete growth analysis • Commence review of current work schedules 	<ul style="list-style-type: none"> • % of Phase 1 projects completed 		<p>Preliminary identification of regional and local catchments prepared</p> <p>Growth analysis included in the MidCoast Urban Land Monitor that was reported to Council in December 2020 and finalisation of the document is underway</p>	Land Use Planning

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
4.2.1	Develop and implement both a Pedestrian Access and Mobility Plan and a Bike Plan	Pursue funding opportunities based on the priority programs listed in both the Pedestrian Access and Mobility Plan and the Bike Plan	<ul style="list-style-type: none"> • # of grant applications made • % of applications successful • \$ value of grants received • Examples of works funded by the grants 	 <p>Total of 16 grant applications submitted totalling \$4.2m One successful application for \$116,288 due for delivery in Q4</p>	Transport Assets
4.2.2	Efficiently manage maintenance of our walking and cycling network	<p>Identify high risk walking and cycling maintenance issues and prioritise these works according to available resources</p> <p>Identify improvement opportunities including the adoption of new processes or technologies</p> <p>Recycling and reusing materials where possible</p>	<ul style="list-style-type: none"> • % of safety service requests completed on time • % maintenance budget spent • # of new processes or technologies trialed • Examples of types and amount of materials 	 <p>91% requests completed on time 56% budget spent No new processes Concrete disposed of at site where it will be recycled</p>	Operations






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



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
4.3.1	Pursue opportunities through the State Government for the provision of improved public transport	<p>Brief State Government on our public transport needs and future opportunities</p> <p>Apply for funding to implement public transport improvements</p>	<ul style="list-style-type: none"> • # of State Government transport grants applied for • % of applications that were successful • \$ value of grants received • Examples of improvements made from grant funding for a total (\$) value 	 <p>Total of 25 grant applications submitted totalling \$41m 6 successful applications for \$6.3m</p>	Transport Assets

We utilise technologies to connect us locally and beyond

Objective 5

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




Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
5.1.1	Implement system upgrades to improve connectivity and improved ways of working	Upgrade devices with Windows 10 and Office 365	<ul style="list-style-type: none"> % of devices running Windows 10 and Office 365 	 75% of devices are now running Windows 10 and Office 365	Information Technology
5.1.2	Implement electronic parking infringement technology	Investigate the use of electronic parking sensors within the Taree CBD and provision of additional electronic parking sensors within the Forster CBD	<ul style="list-style-type: none"> Feasibility study completed by February 2021 	 Feasibility study completion date extended to June 2021	Major Assessment and Regulatory Services
5.1.3	Expand consumer experiences at Manning Regional Art Gallery through new technologies	Investigate opportunities for new technologies to be incorporated into the annual program	<ul style="list-style-type: none"> # of new technologies implemented # of participants accessing new technologies in the program 	 New technologies include zoom, projection, sound, and lighting including interactive pieces 897 participants	Growth, Economic Development & Tourism
5.1.4	Provide online access through library services utilising current and emerging technologies	Provide free Internet access, including wifi across all staffed library service points Launch library app	<ul style="list-style-type: none"> # Internet sessions Uptake of library app 	 10,633 sessions, 8,678:50 hr - in-library internet usage 7,275 wireless logins 493 new devices (Jul-Dec 2020)	Libraries & Community Services
5.1.5	Develop online collections and services at local libraries	Increase eAudio and eBook collections and develop online services	<ul style="list-style-type: none"> # of new eAudio and eBook added to collections # and examples of new online services provided # of eBooks and eAudio loans 	 243 eBooks, 44 eAudio Beanstack - Summer Reading Club app 16,230 ebook loans, 12,210 eAudio loans	Libraries & Community Services

Strategy 5.2: Advocate for improved telecommunications and utilities to provide consistency across the region						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
5.2.1	Support Telco Authority – Government Radio Network (GRN)	Continue to support the Telco Authority while it establishes the GRN	<ul style="list-style-type: none"> Access provided 100% of occasions when required by Telco Authority 		Access provided 100% as required	Information Technology
5.2.2	Support communications providers to maximise communication opportunities on Council assets	Negotiate leases and licences on Council land for the installation of telecommunications equipment	<ul style="list-style-type: none"> # of leases and/or licences established this period \$ value of income for Council from the leases/licences 		<p>8 telco sites are currently under negotiation and terms should be finalised this financial year</p> <p>Valuations are currently being carried out</p> <p>Approximate income would be \$80-100K per annum in total</p>	Legal & Property Services



We protect the health and safety of our communities

Objective 6



Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.1.1	Collaborate with local health services and police on community health and safety issues and opportunities	Participate in Local Health Committees across the local government area to foster continued partnerships between Council and Hunter New England Local Health (HNEH) that improve the wellbeing of residents	<ul style="list-style-type: none"> At least 75% of scheduled meetings attended in all three localities Examples of outcomes achieved 	 7 meetings attended in Forster and Gloucester. Three meetings suspended due to COVID-19 Demonstration to members of the Community Directory, improvements to health literature after feedback from committee members	Libraries & Community Services
		Participate in Community Safety Precinct Committee meetings across the local government area in order to promote safety messages and improve safety in the broader community	<ul style="list-style-type: none"> At least 75% of meetings attended 	 1 meeting attended. One meeting cancelled by NSW Police	Libraries & Community Services
6.1.2	Develop and implement an integrated compliance strategy, policy and related procedures	Finalise development of a revised compliance policy and operational procedure Establish compliance review panel	<ul style="list-style-type: none"> Revision of policy & procedures complete # of ombudsman investigations that vary from Council recommendations # of compliance issues reviewed by panel that vary from the staff recommendations 	 Draft Compliance Policy presented to Policy Committee in 2020 Updates to Draft Compliance Policy and operational procedures will be completed in the next quarter	Major Assessment and Regulatory Services






Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.1.3	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Develop and initiate an ongoing education program to increase community awareness of the emergency management framework and improve their ability to manage and respond to emergency situations	<ul style="list-style-type: none"> • Education program implemented • # of sessions • # of participants 	 <p>Education program implemented as part of the recovery workshops, drop in sessions and community cuppa's. Initial progress disrupted by COVID-19 however the action is now progressing. 28 recovery sessions undertaken 887 attendees</p>	Infrastructure & Engineering Services / Engagement, Communication and Education
		Revise and update the Local Emergency Plan to incorporate feedback from the recent emergency events	<ul style="list-style-type: none"> • Plan revised and adopted by the Local Emergency Management Committee 	 <p>RFS & MCC Neighbourhood Safer Place planning meetings held at Black Head Surf Club & Pacific Palms Rural Fire Service Station. Evacuation centre auditing completed with Department Justice & Community Safety (DJCS) - further review of the Emergency Management Plan (EMPLAN) not proposed</p>	Infrastructure & Engineering Services






Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.1.3 cont'd	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Convene and chair the Local Emergency Management Committee (LEMC)	<ul style="list-style-type: none"> # of meetings held # of organisations participating Examples of meeting outcomes 	 <p>12 LEMC meetings held in first 6 months of the year, 6 BOM weather/forecast webinars</p> <p>Online Flood Emergency Exercise involving Kempsey, Port Macquarie Hastings Council and MidCoast Council</p> <p>15 organisations involved through LEMC in Operations Stay Summer Safe North & COVID-19 Testing Station Management</p> <p>Commencement of new Local Emergency Operations Controller - induction and introduction to MidCoast Council</p> <p>Introduction of Resilience NSW Emergency Dashboard Coordination of COVID-19 response and testing</p>	Infrastructure & Engineering Services
		Implement the annual assets improvement programs for emergency management facilities	<ul style="list-style-type: none"> % of scheduled 2020-21 improvement program completed 	 <p>On target, however current progress is slowing due to the difficulty in organising trades (with current demands for other building work)</p> <ul style="list-style-type: none"> Bulahdelah RFS Mitigation facility complete Rainbow Flat RFS Replacement - handover in Late February 	Infrastructure & Engineering Services




Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.1.4	Promote the improvement of food handling standards at food premises	Inspect local food premises and apply a risk rating in accordance with the Food Authority guidelines	<ul style="list-style-type: none"> 100% of food premises inspected based on risk profile 	 Whilst regular inspections were put on hold due to COVID-19, a number of educational inspections specific to COVID-19 were completed	Building & Environmental Health Services
		Provide education to promote safe food handling through seminars to existing and new food business operators	<ul style="list-style-type: none"> # of seminars held # of participants in attendance % of new food handling participants represented at seminars 	 Program delayed due to COVID-19 - anticipated resumption in March 2021, with seminar(s) held in line with COVID-19 restrictions and based on demand	Building & Environmental Health Services
6.1.5	Undertake dog owner regulation compliance	Undertake a service review of Council's companion animals pounds facilities and management	<ul style="list-style-type: none"> Plan of management developed and adopted by Council by 30 June 2021 	 Review of Council's companion animal facilities and operating procedures will be completed in the next quarter	Major Assessment and Regulatory Services
6.1.6	Maintain safe work sites to minimise risk to the community	Conduct WHS & Wellbeing education program for staff	<ul style="list-style-type: none"> # site audits completed # corrective actions required # toolbox talks completed with a WHS focus 	 38 site audits completed by WHS team during Oct-Dec 8 corrective actions required from the above site audits 12 toolbox talks undertaken by WHS team during Oct-Dec (during COVID-19 so number reduced)	Human Resources
		Ensure Contractors being engaged by MCC to construct Capital Works projects manage worksites in a manner safe for public and construction personnel: <ul style="list-style-type: none"> Audit contractor insurances Audit contractor WHS systems and work method statements Monitor annual accident and near-miss data for all of Council's capital works projects 	<ul style="list-style-type: none"> % of contractor audits undertaken # of accidents and near-misses identified Examples of corrective actions taken 	 Contractors are completing the MCC WHS Induction Information handbook for Contractors and submitting with their tenders 75% of projects have MCC WHS team present at Pre-Start meeting 1 accident and 2 hazard reports Corrective action reports submitted for projects at Gloucester Road Dollys Flat and Old Bar Road - Saltwater intersection	Projects and Engineering




Strategy 6.1: Work together to promote and enhance community safety




Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.1.7	Provide safe public areas	Record and remove or repair vandalism and graffiti in a timely manner	<ul style="list-style-type: none"> % of reported vandalism and graffiti repaired/ removed within 1 week 	 98% of reported graffiti has been removed within a week	Community Spaces, Recreation & Trades
6.1.8	Ensure our roads are safe	<p>Identify high risk road maintenance issues and prioritize these works according to available budget</p> <p>Ensure adequate resources are made available to complete work efficiently and safely</p> <p>Monitor expenditure against budget</p> <p>Identify opportunities from improvement including the adoption of new processes or technologies</p>	<ul style="list-style-type: none"> Number of overdue safety service requests % maintenance budget spent Identify any new processes or technologies trialed 	 No overdue safety service requests 56% budget spent Development of footpath and cycleway maintenance management plan commenced	Operations
6.1.9	Provide safe public swimming pools	Complete water testing in accordance with recognised standards and regulations	<ul style="list-style-type: none"> # of tests per pool completed % of compliance 	 3 times / day all pools 100% compliance	Community Spaces, Recreation & Trades
6.1.10	Ensure building certification services are customer focused	Council's building surveyors to undertake accredited training related to building certification	<ul style="list-style-type: none"> 100% of Council Building Certifiers achieve the minimum mandatory continuing professional development required for accreditation 	 Continuing professional development being undertaken via online platforms	Building & Environmental Health Services
		Proactively engage with the local building industry in order to build a positive and productive relationship	<ul style="list-style-type: none"> # of presentations made to local building associations # of attendees % of participants who report dissatisfaction with their relationship 	 No presentations - suspended due to COVID-19 - anticipated resumption in March 2021, with seminar(s) held in line with COVID-19 restrictions and based on demand	Building & Environmental Health Services

Strategy 6.1: Work together to promote and enhance community safety





Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
6.1.11	Raise community awareness of swimming pool safety	Create partnerships with industry bodies to provide promotional materials which promote swimming pool safety in the local area	<ul style="list-style-type: none"> # of promotional materials deployed # of locations where promotional materials were deployed 		Promotional materials available to the public at all Council offices	Building & Environmental Health Services
6.1.12	Develop an integrated essential fire safety measures database	Align essential fire safety measures processes across MidCoast	<ul style="list-style-type: none"> Processes aligned in preparation for MC1 by December 2020 		Base process established by December and will be reviewed and refined if needed	Building & Environmental Health Services
6.1.13	Establish a building fire safety upgrade program	Develop a framework and process for conducting new fire safety upgrades and monitoring progress of existing building upgrade projects	<ul style="list-style-type: none"> Framework and processes developed and adopted 		Standard fire safety audit template and conditions established and in use - to be integrated into MC1	Building & Environmental Health Services





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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.2.1	Implement secure and resilient Water and Sewer communication network with 99.999% uptime	Upgrade the following sites: <ul style="list-style-type: none"> Tuncurry Depot including Council and water facilities Southern backhaul to Tea Gardens Bootawa Dam 	<ul style="list-style-type: none"> Communication network is able to measure 99.999% uptime for critical assets 	 <p>Tuncurry Depot including Council and water facilities completed 100%</p> <p>Southern backhaul to Tea Gardens completed 100%</p> <p>Bootawa Dam to be completed in next 6 month</p>	Information Technology
6.2.2	Work with stakeholders to support and sustain connection of water and sewer services	Negotiate and secure easements and other instruments to support tenure including: <ul style="list-style-type: none"> Complete proposed acquisition of land for Peg Leg Creek Dam Complete proposed acquisition of land for Careys Mountain Finalise easements for rising main HP13 Finalise access arrangements for Nabiac borefield 	<ul style="list-style-type: none"> % of land matters completed to allow project milestones to be met 	 <p>100% of land matters completed to allow project milestones to be met (Careys Mountain not affecting any milestones)</p> <p>Acquisition of land for proposed Peg Leg Creek Dam on schedule to be completed by end of June 2021</p> <p>Careys Mountain land acquisition has been delayed</p> <p>Rising main HP13 construction complete and easements on schedule to be completed by end of June 2021</p> <p>Access arrangements for Nabiac borefield to be completed by end of June 2021</p>	Planning & Assets
		In consultation with stakeholders develop a plan for un-serviced villages based on risk prioritisation and identified options	<ul style="list-style-type: none"> Plan for un-serviced villages is developed by 30 June 2021 	 <p>Risk prioritisation based on multi-criteria analysis complete and unserviced villages plan on schedule to be completed by end of June 2021</p>	Planning & Assets



Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.2.3	Develop and maintain stormwater management systems in accordance with asset management plans	Undertake capital improvements to the storm water drainage system in accordance with work programs and developed Storm water	<ul style="list-style-type: none"> % of scheduled works completed on time and on budget 	 Works scheduled for delivery in Q3 and Q4.	Transport Assets
6.2.4	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Deliver capital projects to improve the environment and health performance of water services systems, including: <ul style="list-style-type: none"> Complete construction of Pacific Palms Sewage Treatment Plant Stage 1 – Wet weather storage Commence construction of Hallidays Point Sewerage Pump Station HP13 and associated sewer rising main Complete upgrade of water main along Blackhead Rd Complete FO-SPS-18 switchboard upgrade and emergency generator installation Complete Lantana High Voltage transformer replacement Complete Bootawa Electrical Switchroom 1A Renewal 	<ul style="list-style-type: none"> % of projects completed or progressed to the identified phase of the Gateway delivery process 	 84% of projects completed or progressed to the identified phase of the Gateway delivery process Pacific Palms project delayed due to damage caused by intense storm event HP13 rising main almost complete and Sewerage Pump Station construction due to commence Water main along Blackhead Road on schedule to be completed by end of June 2021 Switchboard installation underway but generator installation delayed Implementation on schedule to be completed by end of June 2021 Renewal of high voltage transformer on schedule to be completed by end of June 2021 Onsite construction due to start in Feb 2021	Capital Works
		Monitor customer consumption and water security to inform Council and Water Resilience Team to assist decision making	<ul style="list-style-type: none"> Monthly reports completed and provided to Council Quarterly reports completed and provided to Council 	 Completed monthly reports Completed 2 quarterly reports June & Sep 2020	Water Management & Treatment




Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
6.2.4 cont'd	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services	Identify ways to increase efficiency of water & sewer services including energy efficiencies	<ul style="list-style-type: none"> # of measures introduced Examples of efficiencies 	✓	Completed 12 months energy consumption review against production Minimise raw water pumping during peak & shoulder tariff at Bootawa WTP; Identified cost savings by minimising the number of pumps used to transfer water at Darawak pump stations	Water Management & Treatment
		Continue implementation of the Drinking Water Quality Management Plan, including regular reporting to NSW Health <ul style="list-style-type: none"> Implement water hygiene program including use of ozone trailer Complete 6 months'-auditing on chemical usage Implement backflow prevention program Develop emergency management plan 	Achieve compliance to Australia Drinking Water Guideline <ul style="list-style-type: none"> Greater than 99% of biological compliance 99% of physical compliance 95% of chemical compliance 	✓	Achieved 100% compliance of biological compliance Achieved 100% of physical compliance Achieved 99% of chemical compliance	Water Management & Treatment/ Planning & Assets/ Capital Works
		Continue implementation of the Recycled Water Quality Management Plans: <ul style="list-style-type: none"> regular monitoring, review and reporting Annual return to Department of Planning Industries & Environment (DPIE) 	<ul style="list-style-type: none"> EPA informed of any incidents 100% of the time Annual Return to DPIE completed 	✓	Informed EPA on all the incidents 100% of the time Completed annual return to DPIE as required	Water Management & Treatment
		Monitor trade waste, surface and groundwater catchments for compliance with regulator conditions and report to DPIE	<ul style="list-style-type: none"> Annual report to DPIE completed # of non-compliance 	✓	Completed annual report to DPIE 3 ammonia non-compliance at Gloucester STP due to limitation in terms of treatment process, treatment plant will be upgraded in next a few years 1 ammonia non-compliance at Stroud STP	Water Management & Treatment




Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
6.2.5	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Commence the Integrated Water Cycle Management (IWCM) Strategy review	<ul style="list-style-type: none"> IWCM Strategy underway by 30 June 2021 		IWCM Issues Paper Request for Quotations released Dec 2020 and successful applicant due to start in Feb 2021	Planning & Assets
		Complete the detailed design for long term service delivery strategies and asset upgrades. <ul style="list-style-type: none"> Gloucester Sewage Treatment Plant Hawks Nest Sewage Treatment Plant upgrade Commence detailed design for the Harrington Sewage Treatment Plant upgrade	<ul style="list-style-type: none"> Detailed design complete 30 June 2021 Detailed design commenced by 30 June 2021 Detailed design complete 30 September 2020 Construction underway 30 June 2021 	 	Gloucester STP design delayed. Concept design scheduled to be complete by 30 June 2021 Hawks Nest STP upgrade concept design underway Harrington STP upgrade concept design underway Construction scheduled to commence prior to 30 June 2021	Planning & Assets/Capital Works
		Complete detailed design and commence construction of the Gloucester Water supply reservoir replacement project				
		Complete concept phase for new sewer rising main from Tea Gardens to Hawks Nest Sewage Treatment Plant	<ul style="list-style-type: none"> Concept design complete before 30 June 2021 		Concept phase for new sewer rising main underway however will not be complete before 30 June 2021	Planning & Assets

Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.2.5 cont'd	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Deliver the Backflow Prevention Implementation Program by: <ul style="list-style-type: none"> Developing Backflow Prevention Procedures to support adopted Policy Delivering pilot program for Council owned assets Auditing privately owned testable devices to establish compliance 	<ul style="list-style-type: none"> % of endorsed program delivered within budget and on time 	 Backflow Prevention Procedure developed and program on schedule	Planning & Assets
		Delivery of the Asset Management Working Group (AMWG) Program Plan	<ul style="list-style-type: none"> Program deliverables adopted by council 30 June 2021 	 AMWG program on schedule	Planning & Assets
		Renew water mains in accordance with the asset renewal program including: <ul style="list-style-type: none"> Various critical water mains replacements within the Gloucester Area Old Bar Rd, Pampoolah 	<ul style="list-style-type: none"> % of program delivered within budget and on time 	 Water main renewals program on schedule	Capital Works
		Renew sewer mains in accordance with the asset renewal program including mains in: <ul style="list-style-type: none"> King St, Cundletown Shoreline Rd, Tea Gardens Oxley St, Taree Richardson St, Wingham Edgar St, Bulahdelah 	<ul style="list-style-type: none"> % of program delivered within budget and on time 	 Sewer main renewal program delayed due to availability of relining contractor King Street, Cundletown - not completed Shoreline Road, Tea Gardens - not completed Oxley Street, Taree - not completed Richardson Street, Wingham - not completed Edgar Street, Bulahdelah - section relined	Capital Works

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



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
6.2.5 cont'd	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Renew switchboards, SCADA (Software & Hardware System), electrical equipment, RTUs, instrumentation and drives in accordance with the asset renewal program, including detailed design and delivery to high-risk sites: <ul style="list-style-type: none"> Taree Sewage Pump Station (SPS) 01 Taree SPS 06 Taree SPS 11 Pacific Palms SPS 15 (T) Motor Control centres at Forster Sewage Treatment Plant Main Switchroom & Effluent Switchroom incorporating blower and PLC panels Taree SPS-24 Gloucester Water Pump Station (WPS)-03 Forster SPS-08 Forster SPS-12 Forster SPS -17 Seven Mile SPS-02 Pacific Palms SPS-09 Tea Gardens SPS-07 PP-WPS-01 SL-WPS-01 	<ul style="list-style-type: none"> % of high-risk sites targeted for design completion before 30 June 2021 	 Project Requirement Statements for switchboards and Electrical, Instrumentation & Control equipment for renewals projects complete. Design and delivery delayed	Planning & Assets / Capital Works / Response Operations & Maintenance
		Renew components of sewer pump stations in accordance with the asset renewal program including: <ul style="list-style-type: none"> Taree SPS 03 Taree SPS 10 Wingham SPS01 Tea Gardens SPS 01 Tea Gardens SPS 06 	<ul style="list-style-type: none"> % of program delivered within budget and on time 	 Taree SPS 03, Taree SPS 10 & Wingham SPS 01 delayed Tea Gardens SPS 01 - Odour system installation - complete Tea Gardens SPS 06 - Hardstand & Access Upgrade - Completed	Planning & Assets / Capital Works / Response Operations & Maintenance

Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm water systems to meet community needs and health and safety standards						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
6.2.5 cont'd	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Investigate opportunities for unused reservoirs and options including divesting/transferring any surplus lands	<ul style="list-style-type: none"> Investigation complete and reported to council by 31 Dec 2020 		Investigation underway and delayed. To be completed before June 2021	Planning & Assets
		Complete SCADA (hardware and software system) Strategy review	<ul style="list-style-type: none"> SCADA Strategy review completed and adopted by 31 Dec 2020. SCADA Operational Control Plan developed by 30 June 2021 		SCADA Strategy review completed SCADA Operational Control Plan on schedule to be developed by 30 June 2021	Planning & Assets
		Implement a trial of data analytical software for SCADA, laboratory and operational data	<ul style="list-style-type: none"> Trial commenced by December 2020 		Water Outlook trial underway	Planning & Assets

Strategy 6.3: Increase the capacity of community, businesses and organisations to understand and meet public health standards						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
6.3.1	Educate community, businesses and organisations on public health standards	Develop an environmental health education plan to encourage understanding of public health standards	<ul style="list-style-type: none"> Plan finalised by Dec 2020 % of scheduled 2020-21 actions implemented 		Priority has been given to the development of a companion animals education plan to meet community needs	Engagement, Communication and Education
		Provide public health education to the community through the provision of routine inspections and by responding to complaints	<ul style="list-style-type: none"> % of complaints responded to in line with published standards # of inspections that resulted in the issue of notices or orders 		88 complaints received with 95% completed 2 clean-up notices issued	Building & Environmental Health Services
		Council to conduct routine inspections of retail food businesses, hair dressers, skin penetration premises and cooling towers to ensure public health outcomes are achieved	<ul style="list-style-type: none"> # of inspections conducted % of inspections that identified non-compliance resulting improvement notice % of non-compliance issues resolved within requisite timeframes 		199 COVID-19 educational inspections, 76 combined food and COVID-19 inspections and 6 skin penetration premises inspected 1 improvement notice 1 issue resolved	Building & Environmental Health Services



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
6.4.1	Develop a strategic plan for the provision of appropriate recreational facilities	Review the distribution of current recreational facilities and undertake a needs analysis for new and updated facilities	<ul style="list-style-type: none"> Engage a Recreation Planner to complete a needs analysis and create a priority works program % of recreational facilities reviewed Needs analysis completed Priority works program adopted 		Consultant Engaged Needs analysis review commenced	Community Spaces, Recreation & Trades
		Implement a strategic plan for the provision of appropriate recreational facilities across the MidCoast LGA	<ul style="list-style-type: none"> Strategic plan developed and adopted by Council by 30 June 2021 		Delayed until completion of needs analysis review	Community Spaces, Recreation & Trades

WE VALUE...



our environment





We protect, maintain and restore our natural environment

Objective 7




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
7.1.1	Develop and implement natural area management plans for community land	Complete condition audit of Council's natural area reserves and prepare asset management plans for high priority sites	<ul style="list-style-type: none"> • % of condition audits completed • % of high priority site asset management plans prepared 	 0% of condition audits completed - due to technological issues with the development of the audit software the audits have been delayed but are due to commence in February 2021. 0% of high priority site assessment management plans prepared - this action will be undertaken following the completion of the audits which has been delayed. Unlikely to be commenced in 20/21	Natural Systems
7.1.2	Develop and implement a Biodiversity Framework for the MidCoast LGA	Prepare local area conservation action plan for Tinonee in consultation with the community	<ul style="list-style-type: none"> • Tinonee action plan adopted. • Community engagement outcomes reflected in final plan 	 Commenced. Koala population study complete to underpin Tinonee conservation action plan. Engagement plan implementation underway. Communication materials complete - web site, factsheets, video, on-line survey. Targeted consultation of community stakeholder groups complete	Natural Systems




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
7.1.3	Design and implement stormwater quality measures for capital projects as appropriate	Design stormwater quality improvement treatment into The Lakes Way / Tea Tree Road upgrade project	<ul style="list-style-type: none"> % of projects delivered with quality stormwater treatment 	 <p>The Lakes Way project is at 80% design and is considering the Stormwater Quality treatment basins in parallel design. Design will be compatible</p>	Projects & Engineering
7.1.4	Ensure that our areas and features of high natural environmental value are properly recognised and protected in land use planning	Use available environmental data to identify in the Rural Strategy areas of importance for protection	<ul style="list-style-type: none"> Rural Strategy identifies high value land for protection 	 <p>Consultation on urban environmental areas commenced in 2020. Consultation on rural environmental areas scheduled in 2021</p>	Land Use Planning




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
7.2.1	Ensure climate change impacts are incorporated in Coastal Management Plan and Floodplain studies and plans	Ensure Sea Level Rise predictions are considered in the Flood Risk Management Studies and Plans for the Upper Myall and Bulahdelah Area Flood Study	<ul style="list-style-type: none"> Sea level rise predictions incorporated into the Upper Myall and Bulahdelah Area Flood Study 	 <p>Included in the briefing for the flood modelling to incorporate sea level rise if applicable</p>	Transport Assets
7.2.2	Develop and implement a strategic response to climate change risk along the MidCoast LGA coastline	Complete preparation of a Coastal Management Program (CMP) for the Old Bar Manning Point coastal compartment	<ul style="list-style-type: none"> CMP meets required standards for certification 	 <p>Draft consultant brief prepared to assess the acceptability, feasibility and viability of CMP management options including economic analysis. Met with Old Bar Manning Point CMP reference group in November 2020</p>	Natural Systems
7.2.3	Develop appropriate responses to climate change in land use planning	Consider the impacts of climate change and determine appropriate responses for rural and environmental lands	<ul style="list-style-type: none"> Climate change impacts included in the Rural Strategy 	 <p>Consultation on climate change impacts in urban areas commenced in 2020. Consultation on climate change impacts across rural areas scheduled in 2021</p>	Land Use Planning



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
7.3.1	Invest in science that informs management of catchment, estuaries and wetlands	Prepare and communicate results of the annual Waterway Health Report Card through effective community events/ activities	<ul style="list-style-type: none"> 250 people attending Report Card engagement events 	 Due to COVID-19 restrictions the waterway health report card was released at a live zoom event in November 2020. A series of 4 events were held to 'celebrate the science' where scientists presented their research to the community. Events engaged with a total of 150 people	Natural Systems
7.3.2	Develop a Manning River Coastal (catchment and estuary) Management Plan (CMP)	Complete development of the Manning Estuary Coastal Management Program	<ul style="list-style-type: none"> CMP meets the standards required for certification 	 Issue analysis complete. Management actions drafted, reviewed by Reference Group. Requests for quotation out for State Environmental Planning Policy amendment and key components of the CMP (evaluation report, implementation plan, business plan)	Natural Systems
7.3.3	Undertake acid sulfate soil remediation and wetland management	Priority implementation projects within the Lower Manning River Drainage Remediation Action Plan are progressed in line with funding agreements	<ul style="list-style-type: none"> % of priority projects completed 	 0% of priority projects completed. Coopernook Swamp remediation project delayed due to protracted land purchase negotiations with landholder. Application for Big Swamp remediation project submitted to Coast and Estuary Grants Program September 2020	Natural Systems


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
7.3.4	Develop and maintain a strategic approach to stormwater quality management	Asset management systems and procedures developed for all large stormwater quality improvement devices maintained by Council	<ul style="list-style-type: none"> 65% of large stormwater quality improvement devices with established management systems 	 All proprietary stormwater quality devices scheduled for rectification and undergoing regular inspection and maintenance	Natural Systems
7.3.5	Ensure that Council's land use planning controls include appropriate provisions to manage the quality of stormwater runoff from new development	Review applicability of Council's Guidelines for Water Sensitive Design Strategies for inclusion into the MidCoast Development Control Plan (DCP)	<ul style="list-style-type: none"> Review complete Applicable content identified for DCP 	 NSW Government template for Development Control Plans has been delayed	Land Use Planning
7.3.6	Protect water catchments to sustain high quality and dependable water supplies across the region	Identify drinking water catchments as part of development of the Rural Strategy	<ul style="list-style-type: none"> Drinking water catchments identified 	 Priority drinking water catchments and significant ground water supply areas identified for Rural Strategy consultation in 2021	Land Use Planning



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
7.3.7	Improve levels of water recycling/ reuse and the quality of effluent discharged into the environment	Maintain effluent discharge monitoring; Meet or exceed licence conditions	<ul style="list-style-type: none"> Greater than 95% compliance of EPA effluent quality 	 99% compliance of EPA effluent quality between July and December 2020	Water Management & Treatment
		Pursue opportunities to increase the level of effluent reuse <ul style="list-style-type: none"> Apply to DPIE for approval to reuse water for stock watering and road works from Tuncurry Recycled Water Treatment Plant (RTP) Complete a feasibility report on mobile recycled water treatment plant 	<ul style="list-style-type: none"> Application submitted to DPIE to reuse water for stock watering Application submitted to DPIE to reuse water for road works Feasibility report completed 	 Received approval for using recycling water for stock watering during water restriction Received approval for using recycling water for road works during water restriction Feasibility report planned to be completed in 2021	Water Management & Treatment







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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
7.4.1	Engage with the community to develop understanding of estuary, water quality, weed biosecurity and biodiversity	Backyard Bushcare Program completed at Pacific Palms and Green Point to reduce the number of properties with priority weeds	<ul style="list-style-type: none"> # of properties with priority weeds compared to the previous inspections 	 Face to face community engagement scheduled for February - March 2021, weed inspections scheduled for March 2021	Natural Systems

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
7.5.1	Ongoing implementation of Natural Resource Management plans and strategies	Complete five landholder agreements through the <i>Beyond the Shed</i> program to assist manage nutrient run-off in the Karuah catchment	<ul style="list-style-type: none"> # of landholder agreements finalised. # of mitigation projects implemented 	 <p>4 landholder agreements finalised and 4 mitigation projects commenced</p>	Natural Systems
7.5.2	Ongoing implementation of the NSW Weeds Action Program	Engage with key stakeholders to deliver the primary stage of the Groundsel Bush weed control program	<ul style="list-style-type: none"> % of key stakeholders engaged % of Groundsel Bush control completed 	 <p>75% stakeholders engaged. RMS and NPWS engaged to collaboratively manage Groudsel Bush with Council. Private property inspections and community engagement ongoing</p> <p>0% Groundsel Bush control completed. Onground treatments scheduled between February and April 2021 with contractors and Council staff</p>	Natural Systems

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




Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
8.1.1	Reduce the amount of waste that goes to landfill per capita	Develop and commence implementation of a waste education plan to encourage community understanding of how households can reduce the waste sent to landfill	<ul style="list-style-type: none"> Achieve a 5% reduction in household red bin contents 	 Waste education plan developed, adopted and implementation has commenced	Engagement, Communication and Education
		Build Waste Transfer Station at Stroud and close the Stroud Landfill	<ul style="list-style-type: none"> Transfer Station Operational by 30 June 2021 	 Delayed due to staff resourcing, Will be operational by 30 December 2021	Waste Services
		Investigate the feasibility of introducing FOGO (Food Organics & Garden Organics) in the waste collection contract	<ul style="list-style-type: none"> FOGO feasibility completed 	 Request for Quote drafted. Ontrack for completion by 30 June 2021	Waste Services
8.1.2	Maintain the level of beneficial reuse of biosolids from wastewater treatment	Complete the sampling, testing and reporting prescribed by EPA guidelines Complete provisional assessments on five new beneficial reuse sites	<ul style="list-style-type: none"> 100% compliance with EPA guidelines for sampling, testing and reporting # of new reuse sites provisionally assessed 	 Achieved 100% compliance with EPA guidelines for sampling, testing and reporting  Completed 1 site and signed contract with the owner Assessments for further sites due in 2021	Water Management & Treatment
8.1.3	Enhance re-use of roads material	Implement Stockpile Management Plan Utilise recycled / reused materials where possible	<ul style="list-style-type: none"> % conformance with Stockpile Management Plan 	 85% conformance Issued for use when establishing small temporary stockpile sites, Site specific plans being developed for permanent stockpile sites	Operations

Strategy 8.2: Proactively manage our resource consumption						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
8.2.1	Develop and implement a Sustainability Action Plan for Council assets and operations that focuses on minimising consumption	Develop a Climate Change Action Plan which establishes consumption targets and actions to reduce emissions across Council's operations. Monitor consumption and emissions using Azility energy management software	<ul style="list-style-type: none"> Action Plan adopted by June 2021 Amount of consumption Amount of emissions 		Draft Climate Change Strategy prepared & reported to Council in December 2020 seeking public exhibition of the draft in February 2021	Natural Systems
8.2.2	Optimise the efficiency of our water and wastewater infrastructure	Implement the controls to attenuate peak flows in the Tea Gardens and Cundletown sewerage systems	<ul style="list-style-type: none"> Controls implemented and tested 		Project on hold until adequate survey data available	Planning & Assets
		Investigate and trial utilising the network to restrict pumping during peak tariff periods	<ul style="list-style-type: none"> Ratio of energy use (peak vs off-peak) for each trial pump station 		Investigation underway	Planning & Assets
		Install solar power systems in at least five sites with a target total power generation of at least 25kW	<ul style="list-style-type: none"> # of solar power installations Total amount of kW generated 		Assessed all the treatment plants & sewer pump stations Shortlist has been finalised	Water Management & Treatment / Capital Works



We balance the needs of our natural and built environments

Objective 9





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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
9.1.1	Design new Council developments to complement the surrounding environment	Design the Civic Precinct project in Forster to be sympathetic with the surrounds	<ul style="list-style-type: none"> Building design meets DA requirements % of surveyed respondents who agree that precinct design complements surrounding environment 	 Project delayed by developer citing COVID-19 implications Expect project to recommence and see completion in 21/22	Libraries & Community Services
9.1.2	Reduce pollutant, sediment and nutrient loads from new development	Prepare detailed design for Dunns Creek water quality treatment basin Refurbish two bioretention basins at Palms Estate Forster	<ul style="list-style-type: none"> Prepare two designs for water quality treatment in Dunns Creek. Refurbish two bioretention basins in Palms Estate 	 Designs for water quality treatment in Dunns Creek commenced, conceptual designs complete Designs for refurbishment of bioretention basins commenced	Natural Systems
9.1.3	Implement a dredging program to maintain safe and sustainable recreation use of waterways	Complete maintenance dredging projects at Tuncurry, Manning River South Arm/ Farquhar Park and Eastern Channel of Myall River	<ul style="list-style-type: none"> Projects completed to required design and operation benchmarks 	 Dredging of Myall River successfully completed in November 2020. Dredging of Farquhar Inlet due to commence in April 2021 with Tuncurry scheduled to follow as soon as licences and approvals are received	Natural Systems




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
9.1.4	Prepare a MidCoast Local Environmental Plan and Development Control Plan that includes provisions to manage and protect our natural and heritage values	Commence drafting of MidCoast Local Environmental Plan (LEP), including consideration of appropriate natural and heritage values	<ul style="list-style-type: none"> • Clauses and associated LEP maps identified 		Consultation on urban heritage and environmental areas commenced in 2020. Consultation on rural areas scheduled in 2021	Land Use Planning
9.1.5	Ensure that investigations for new growth areas identify natural assets and heritage sites and that development is excluded or impacts managed in these areas	Complete Urban Land Monitor, including criteria for growth areas to consider natural assets and heritage sites	<ul style="list-style-type: none"> • Urban Land Monitor adopted 		Final Urban Land Monitor reported to Council in December 2020 and finalisation of the document is underway	Land Use Planning


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
9.2.1	Undertake strategic management of Council's land portfolio	Maximise the sale of the remaining lots at the Taree Aviation Park by working with the appointed sales and managing agents and consulting with other lot owners	<ul style="list-style-type: none"> # of lots sold # of lots remaining 	 <p>Contracts have been issued for 2 lots with settlement expected to take place this financial year 4 further lots stil on the market</p>	Legal & Property Services
		Identify opportunities for the disposal of surplus Council land and office buildings in accordance with the Biripi Way funding strategy, including Chapmans Road, Tuncurry and the Council offices at Breese Parade, Forster	<ul style="list-style-type: none"> # of land assets identified for sale # of land assets sold 	 <p>3 land assets have been identified for immediate sale with 1 further (4 Breese Parade) dependent upon final decanting of staff (customer service) and an identified subdivision plan to separate the administrative offices from the community facilities Contracts have been conditionally exchanged for the sale of 40 Chapmans Road Tuncurry - subject to completion of the purchaser's due diligence by 1 April 2021</p>	Legal & Property Services
		Continue to review, revise and prepare plans of management for all Council-managed Crown Land	<ul style="list-style-type: none"> % of Council-managed Crown Land properties with a current Plan of management in place 	 <p>In progress - Preparing Plan of Management (POM) for Council and Crown owned land</p>	Community Spaces, Recreation & Trades
9.2.2	Manage and maintain Council's building assets on a sustainable basis	Works program prepared with recommendations for funding for maintenance and upgrade to be considered for the 2021/22 budget	<ul style="list-style-type: none"> Annual works program for maintenance, upgrade and improvement of public buildings that reflect the needs of the users and asset management plan complete 	 <p>Scheduling of works within intergrated system for maintenance is in progress Asset Management Plan (AMP) is being reviewed</p>	Community Spaces, Recreation & Trades



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
9.2.3	Develop consistent land use planning controls for the MidCoast LGA that reflect the aspirations of the community, recognise the differences in our settlements and which strike a balance between protecting our environment while catering for social, development and employment needs	Include consideration of community aspirations and recognize the character of different settlements, and balance development opportunities with environmental, social and employment outcomes in the drafting of the aims of the MidCoast Local Environmental Plan (LEP)	<ul style="list-style-type: none"> Aims of MidCoast LEP finalised 	 MidCoast LEP deferred until land use strategy consultation program complete. Consultation on urban land use planning controls commenced in 2020. Consultation on rural land use planning controls scheduled in 2021	Land Use Planning
9.2.4	Monitor the supply of and demand for residential land to enable Council to program new land releases	Assess the supply and demand of residential land for urban settlements for inclusion in the Urban Land Monitor	<ul style="list-style-type: none"> Urban residential land demand and supply included in the Urban Land Monitor 	 Urban Land Monitor consultation and submissions reported to Council in December 2020. Finalisation of the document is underway	Land Use Planning
9.2.5	Undertake activities that ensure processing of development applications is efficient and effective	Adapt new technology to assessment processes to achieve efficiencies in the average time taken to assess DA's	<ul style="list-style-type: none"> Average time taken to assess DAs (compared to same time last year) 	 Application lodgement and assessment has transitioned to the NSW Planning Portal and a single application processing system	Major Assessment and Regulatory Services

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
9.3.1	Implement planning controls and incentives to ensure development incorporates sustainable development principles and high standards of built form that reflect the character and role of each of our settlements	Include controls in the draft MidCoast Local Environmental Plan (LEP) that incorporate sustainable development principles and high standards of built form reflecting the character and role of each of our settlements	<ul style="list-style-type: none"> Sustainable development, built form and character controls identified 	 Zoning In consultation on urban areas completed and reported to Council in December 2020. Final strategies and plans will inform the MidCoast LEP	Land Use Planning

Strategy 9.4: Encourage well designed streetscapes in urban centres




Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
9.4.1	Develop streetscape plans for all urban centres	Review and implement urban street tree planting schedule for all urban centres	<ul style="list-style-type: none"> % of tree planting schedule completed 	 50% completed. Progressing with completion at June 2021	Community Spaces, Recreation & Trades
9.4.2	Incorporate streetscape considerations in road designs	Incorporate streetscape improvements into construction of Queen Street Gloucester and Farquhar Street Wingham Incorporate streetscape improvements into the design for Isabella Street Wingham	<ul style="list-style-type: none"> Quality streetscape improvements realised 	 Queen Street streetscape complete with a good result Farquhar Street design incorporates streetscape improvements - yet to be constructed Landscape architect has incorporated streetscaping improvements into the Wingham CBD Beautification plans - currently at community consultation	Projects & Engineering





WE VALUE...

our thriving and growing
economy






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



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
10.1.1	Develop opportunities to revitalise existing or create new visitor experiences and products in line with the Destination Management Plan	Deliver a program to build the capacity of local tourism businesses in developing product and experiences to meet the needs of target markets identified in the Destination Management Plan	<ul style="list-style-type: none"> # of workshops delivered # of participants Participant satisfaction levels # of new or repackaged product or experiences developed 	 Program delayed due to COVID-19. Industry Digital & Experience Development workshops planned for 2021 Successful grant application to support development of new Food Trails in development for new 'bEATS' Festival in conjunction with existing event organisers	Growth, Economic Development & Tourism
10.1.2	Develop and market the MidCoast destination to attract identified target visitor markets	Develop and implement the Destination Barrington Coast Marketing Plan 2020/2021	<ul style="list-style-type: none"> % of 2020-21 actions of Marketing Plan completed 	 87.5% of actions commenced; 12.5% of actions completed	Growth, Economic Development & Tourism
		Ongoing development of the Barrington Coast Destination Website and provision of website business engagement and participatory opportunities	<ul style="list-style-type: none"> # of business utilising website Website performance reporting commenced 	 New Destination Website launched December 2020 541 businesses listed on site. Engagement with businesses re. providing Local Guides & Field Expert Guides for the website. (15 received to date) Performance reporting commenced	Growth, Economic Development & Tourism

Strategy 10.1: Develop and promote our region as an attractive visitor destination offering products and experiences that meet the needs of our visitors and residents						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
10.1.2 cont'd	Develop and market the MidCoast destination to attract identified target visitor markets	Deliver the Barrington Coast Winter Marketing Campaign	<ul style="list-style-type: none"> Marketing Campaign delivered Performance metrics developed Marketing performance reporting commenced 		<p>Campaign development on track for delivery into market March/April 2021 (subject to factors such as COVID-19)</p> <p>Performance metrics developed & tracking mechanisms established for roll-out</p> <p>Reporting to commence following implementation of campaign</p>	Growth, Economic Development & Tourism
		Increase awareness of, and sentiment towards the Barrington Coast brand both locally and in key visitor markets	<ul style="list-style-type: none"> Tourism Sentiment Index tracking score (compared with same period last year) 		<p>TSI tracking now available in real-time online & includes COVID-19 impact tracker. Score not yet available for 2020. However the volume of online conversations were up with 25,000+ conversations actively promoting Barrington Coast (24% growth). This is a good indication of overall growth in awareness of Barrington Coast's tourism offerings</p>	Growth, Economic Development & Tourism
10.1.3	Develop and deliver a first class customer experience for visitors and residents across all channels and visitor touch points	Implement Barrington Coast Visitor Services Strategy Action Plan	<ul style="list-style-type: none"> # & % of recommendations implemented 		<p>Visitor Survey Strategy completed December 2020 Action Plan roll-out to commence January 2021</p>	Growth, Economic Development & Tourism
		Complete development of the new Forster Visitor Centre	<ul style="list-style-type: none"> New Forster Visitor Centre opened 		<p>Project delayed by developer citing COVID-19 implications. Work continues on plans for new Visitor Centre areas inline with the Visitor Services Strategy recommendation</p>	Growth, Economic Development & Tourism





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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
10.2.1	Strengthen the region as a location of choice for business to invest	Support Northern Gateway through stakeholder engagement to ensure funding allocated addresses project needs	<ul style="list-style-type: none"> Plans for public infrastructure associated with the needs of the site completed 	 <p>Roundabout design and related infrastructure is now designed with recommendation for award of construction contract going to the 16 December 2020 Council Meeting</p> <p>Geometric design for Cundletown bypass has been completed; detailed design underway for two lanes of the eventual four lane bypass leading from the roundabout to the rezoned industrial land</p> <p>Transport for NSW are scheduled to commence design for the Pacific Highway off ramp and on ramp by the end of FY20/21</p>	Growth, Economic Development & Tourism
		Investigate the development of a Northern Gateway Masterplan and/or Prospectus – identify required content and consult and inform relevant stakeholders	<ul style="list-style-type: none"> Required content identified and relevant stakeholders consulted and informed Agreement to proceed with Masterplan and/or Prospectus 	 <p>Up to date information provided on Council website, including project progress and Council's role. The content includes videos and maps</p>	Growth, Economic Development & Tourism
		Include in the draft MidCoast Local Environmental Plan (LEP) clauses and mapping identified in the Manning Health/Taree CBD Precinct Plan and Employment Zone Review	<ul style="list-style-type: none"> Clauses and maps included 	 <p>Manning Health/Taree CBD Precinct Plan consultation and submissions reported to Council in December 2020. Final plan will inform the MidCoast LEP</p>	Land Use Planning


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
10.2.2	Create a supportive environment for business to invest and grow	Deliver a program of capacity and skills building workshops for local businesses based on identified needs including opportunities for businesses to improve their capacity to supply to Council	<ul style="list-style-type: none"> • # workshops conducted • # of attendees • # of partnerships used to deliver workshops/sessions • % of positive feedback from participants 	 <p>Workshops were replaced with alternative supporting resources due to COVID-19 restrictions and the availability of online webinars for businesses from a range of other sources. Resources included creation of a dedicated business assistance website and email service as well as the #shopmidcoast program and how to guides. Council also established a business directory for consumers which indicated how best to engage with participating businesses</p>	Growth, Economic Development & Tourism
10.2.3	Market the MidCoast region	Investigate targeted marketing opportunities which link with the identified strengths of the region in the Regional Economic Development Strategy (REDS)	<ul style="list-style-type: none"> • # of new opportunities identified • # of programs delivered or supported • Feedback on campaign outcomes (where available) 	 <p>Promotion of business event offerings within the MidCoast continued via participation in Destination North Coast Business Events Re-Boot activities, production of regional overview material and video imagery. Close partnerships have been formed with Club Taree from the work done in the Business Events space. Council has supported the work of 'Team Taree' in promoting the area to new businesses, visitors and residents. Similar program has been discussed with the Gloucester business community who are aiming to better promote business opportunities in Gloucester</p>	Growth, Economic Development & Tourism


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
10.2.4	Develop capacity and skills building, networking and partnership opportunities for the tourism and hospitality industry	Develop and deliver capacity and skills building workshops for local tourism businesses	<ul style="list-style-type: none"> # of workshops delivered. # of participants % of participant who report increased knowledge/skills following workshops 		Digital workshop program on-hold due to COVID-19. Plan to roll-out new program in 2021 (looking at alternative delivery mechanisms) Product/Experience development capacity building workshops to commence February 2021 as part of the Destination Marketing Campaign	Growth, Economic Development & Tourism
10.2.5	Reduce the economic impact of charges for Water & Wastewater services	Implement review recommendations to address social responsibility and hardship	<ul style="list-style-type: none"> % of recommendations implemented 		Review on schedule to be completed for June 2021	Planning & Assets
		Develop and implement a water education and efficiency program that capitalises on the recent behavioral change as a result of drought and water restrictions	<ul style="list-style-type: none"> Program developed % of scheduled 2020-21 actions implemented 		Business case developed and endorsed by MANEX. Recruitment process complete and Education Officer scheduled to start in February 2021	Infrastructure & Engineering Services / Engagement, Communication and Education
		Trial smart meters, select suitable meters and begin roll out of smart meters at selected locations to reduce water use through customer awareness and interaction, with target of 2.5% reduction in water use at those sites	<ul style="list-style-type: none"> Water use rates at smart meter sites (compared to same period last year) 		Trial of smart meters at Stroud Road delayed but underway	Planning & Assets / Response Operations & Maintenance


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
10.2.6	Review Council land portfolio and commercial services operations	Commence preparations for the sale of land at the Tea Gardens Industrial Estate to facilitate the promotion and growth of small-scale industries	<ul style="list-style-type: none"> DA approved Number of lots to be sold determined 	 Project has been delayed by difficulties encountered in the resolution of sewer and drainage issues. It is anticipated that these will be resolved within a couple of months and development consent may be achieved this financial year. At that stage we will have a better picture of the final number of Lots to be yielded by subdivision. Following completion of infrastructure works the Lots should be marketed during the 2021/2022 year	Legal & Property Services

Strategy 10.3: Increase opportunities for quality education and training

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
10.3.1	Strengthen opportunities in the region for youth employment	Facilitate development of an Annual Action Plan to implement delivery of the Youth Strategic Plan with Stakeholders across the LGA	<ul style="list-style-type: none"> Plan endorsed by relevant stakeholders 	 Scheduled for endorsement by June 2021	Libraries & Community Services





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



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
10.4.1	To improve workforce participation across the MidCoast Region	Support local employment agencies & training providers to implement programs to increase workforce participation	<ul style="list-style-type: none"> • # of stakeholders • # of programs developed • # and name of programs implemented 	 <p>This focus area requires input from multiple agencies and all levels of Government and community as well as multiple sections of Council including Human Resources, Economic Development and Community Strengthening. The focus has been on building relationships with schools that facilitate activities that engage the youth cohort with local businesses. Staff across council have worked with the Great Lakes College on the Young Entrepreneurs Program which resulted in the school placing second in the State and being recognised at the National level. Further engagement has commenced with schools in regards to highlighting and addressing the current skills shortage in the region. Focus on skills shortages has been highlighted due to COVID-19 and will continue</p>	Growth, Economic Development & Tourism

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


Objective 11

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



Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
11.1.1	Explore and implement major project opportunities	Develop a structure and process for a program of localised beautification Plans	<ul style="list-style-type: none"> Program developed by 30 June 2021 		Development of plan due to commence in February 2021	MANEX
11.1.2	Improve quality of facilities and programs offered to the public in recreation spaces	Replace equipment that has reached the end of its life at the Manning YMCA	<ul style="list-style-type: none"> # of items replaced 		Currently in consultation with YMCA manager to assess equipment to be replaced	Legal & Property Services
		Ensure that the aquatic and leisure facilities are managed in a professional manner and according to contract conditions	<ul style="list-style-type: none"> # of occasions of non-compliance with contract 		Nil reported	Community Spaces, Recreation & Trades
11.1.3	Create a supportive environment for business to invest and grow	Continue to create and promote innovative programs to facilitate vibrant business precincts including the Vibrant Spaces initiative	<ul style="list-style-type: none"> # of registered business participants # of town centres participating in Vibrant Spaces 		<p>181 participants</p> <p>Vibrant spaces activities were temporarily suspended during COVID-19 but a returned focus following easing of restrictions has seen an increase in participation. A program to support registration renewals is helping to ensure compliance with insurance requirements.</p> <p>16 town centres participating</p>	Growth, Economic Development & Tourism

Strategy 11.2: Support and encourage the development and attraction of strategic events					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
11.2.1	Develop a coordinated approach to supporting events in the area	Review the interim MidCoast Events Sponsorship Policy following completion of the Cultural Plan	<ul style="list-style-type: none"> • Policy reviewed and adopted. • \$ value of sponsorship available • # of sponsorships awarded • Examples of sponsored activities 	 <p>Cultural Plan not due to be completed until June 2021. A review of the policy has been undertaken by staff and the policy working group. Report will go to Council in early part of 2021 with the recommendation to place the reviewed policy on public exhibition. Events sponsored during this time include music events such as Wingham Akoostik, sporting events like triathlons, running festivals, rowing regattas and mountain biking. Council also supported a number of cultural events such as Tastefest and Christmas celebrations. See 11.2.2 for sponsorship data</p>	Growth, Economic Development & Tourism
		Continue to provide a capacity building program for event organisers such as training, workshops and resources to improve outcomes and sustainability of local events	<ul style="list-style-type: none"> • # of training workshop conducted • # of workshop attendees# of new resources developed • % of participants who report satisfaction with support provided 	 <p>COVID-19 restrictions saw a shift in focus from workshops to development of supporting resources for event organisers. These resources are now being loaded onto the Council website as electronic documents and forms</p>	Growth, Economic Development & Tourism


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
11.2.2	Attract and/or develop event opportunities that drive visitation, activate key visitor markets and assist delivery of strategic destination management objectives	Continue to apply the Council Event Sponsorship Policy	<ul style="list-style-type: none"> # of events sponsored \$ value of sponsorship provided 	 <p>At the July 22 Council meeting, Council resolved to sponsor 29 separate events held from 1 August 2020 through until 31 January 2021 totalling \$97,350</p> <p>COVID-19 restrictions caused the cancellation of a large number of events. It was resolved at the July meeting, to continue to support cancelled events by rolling over already allocated sponsorship to the next year. This has been well received by event owners and is encouragement for committees to return to organising their annual events for 2021/22</p>	Growth, Economic Development & Tourism

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
11.3.1	Develop a suite of industrial and business land use zones and other planning controls to facilitate economic growth	Include consideration in draft MidCoast Local Environmental Plan (LEP) of controls identified in the Employment Zones Review	<ul style="list-style-type: none"> Controls included 		Employment Zones Review consultation and submissions reported to Council in December 2020. Final Review will inform the MidCoast LEP	Land Use Planning
11.3.2	Identify business and employment opportunities afforded by the Manning Rural Referral Hospital by developing a health precinct strategy as well as identifying ways to maintain the retail and commercial role of the Taree CBD, centred on Victoria Street	Include consideration in draft MidCoast Local Environmental Plan (LEP) and Development Control Plan (DCP) of all appropriate planning controls identified in the Manning Health/Taree CBD Precinct Plan	<ul style="list-style-type: none"> Controls included 		Manning Health/Taree CBD Precinct Plan consultation and submissions reported to Council in December 2020. Final plan will inform the MidCoast LEP and DCP	Land Use Planning



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
11.4.1	Improve the use of digital technology to develop businesses based on new ways of thinking	Investigate the demand and support for an innovation hub within the MidCoast region: <ul style="list-style-type: none"> Identify stakeholders Identify funding models 	<ul style="list-style-type: none"> Stakeholder engagement outcomes report prepared Funding options paper prepared 		Investigations to occur in 2021 with the new Taree Universities Campus (TUC) to explore this as a project of interest	Growth, Economic Development & Tourism



We encourage greater rural and agricultural economic diversity

Objective 12

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
12.1.1	Work closely with property and commercial services stakeholders to maximise usage of Council commercial assets	Work with stakeholders to identify suitable land for the granting of grazing licences	<ul style="list-style-type: none"> • # of suitable parcels identified • # of grazing licences granted 	 <p>2-3 potential sites have been identified. Constraints exist at the moment but these will be resolved in coming months once Council has a new merged land register and a land acquisition, disposal and use policy</p> <p>1 new licence has been granted</p>	Legal & Property Services
12.1.2	Initiate a “Sharing our Produce” capacity building and networking program to encourage greater awareness, use and promotion of local produce as part of developing experiences in line with the Destination Management Plan	Develop a program of capacity building and networking opportunities for local producers and hospitality businesses to improve awareness, use and promotion of local produce	<ul style="list-style-type: none"> • # of networking opportunities delivered • # of participants • # of capacity building programs delivered • # of participants • % of participants who report satisfaction with program 	 <p>Product & Experience Workshops planned for early 2021 will incorporate local producers & hospitality operators</p> <p>Continue to promote local produce & producers across Barrington Coast marketing channels</p>	Growth, Economic Development & Tourism

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
12.1.3	Prepare a rural land use strategy that identifies, protects, manages and reinforces rural activities, industry and agribusiness	Include a considered approach to protect, manage and reinforce rural activities, industry and agribusiness in the Rural Strategy	<ul style="list-style-type: none"> Rural Strategy completed by June 2021 		Draft Rural Strategy consultation scheduled for 2021	Land Use Planning
12.1.4	Identify and protect important agricultural land including intensive agriculture clusters and protect, manage and reinforce agribusiness in local land use plans	Identify important agricultural land including intensive agriculture clusters for protection and appropriate management, as well as how to reinforce the role of agribusiness, in the Rural Strategy	<ul style="list-style-type: none"> Rural Strategy completed by June 2021 		Draft Rural Strategy consultation scheduled for 2021	Land Use Planning

WE VALUE...


strong leadership
and shared vision








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



Objective 13

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




Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
13.1.1	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Maintain membership with the Hunter JO	<ul style="list-style-type: none"> • Membership current • # of meetings attended • # of other events/activities attended • Examples of events/activities 	 <p>Membership with Hunter JO is current and has been maintained with attendance at three Board meetings, three Legal Services Board meetings and three Strategic Services Australia and General Managers Advisory Committee meetings.</p>	General Manager




Strategy 13.1: Partner with, and positively influence, State and Federal Governments in delivering local priorities and services						
Focus	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
13.1.1 cont'd	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Maintain constructive relationships with State and Federal Government local members and agencies to ensure local interests, challenges and opportunities for the sector	<ul style="list-style-type: none"> # of meetings held with State and Federal local members and agencies # of submissions made 		<p>Maintained constructive relationships by meeting/ attending events with the Minister for Local Government, Federal Member for Lyne, Member for Myall Lakes, Member for Upper Hunter and Minister for Water. Meetings were also held with the Acting Superintendant, Manning Great Lakes Police and the National Bushfire Recovery Agency along with discussions with OLG regarding rates harmonisation</p> <p>Four submissions were made during the reporting period:</p> <ol style="list-style-type: none"> submission to Minister for Local Government, Shadow Minister and local members regarding the Local Government Amendment (Pecuniary Interest Disclosures) Bill 2020, submission to Minister for Local Government for additional amalgamation funding, submission to Secretary for Department of Infrastructure, Transport & Regional Development for upgrade of television service at Stroud and Report to Minister for Local Government on GIPA Act obligations 	General Manager








Strategy 13.2: Provide the community with an efficient, convenient and professional experience when using council services						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
13.2.1	Ensure the community has contact points to Council services in the main centres of the LGA, utilising Council owned sites in an efficient and effective way and ensuring teams are coming together as one Council	Undertake office relocation project to Biripi Way Taree	<ul style="list-style-type: none"> Deliver project on time and on budget 		Staff scheduled to relocate on 4 January, with the Yalawanyi Ganya building scheduled to open to the public from 7 January. Progress reports provided to the 26 August, 23 September and 18 November 2020 Council Meetings. Other community contact points with the LGA maintained	General Manager
		Ensure a seamless customer experience when transitioning to the Customer Service Centre at Biripi Way, Taree and the Civic Precinct, Forster	<ul style="list-style-type: none"> # of complaints received about customer service 		The new Customer Service Centre at Yalawanyi Ganya will open to the public on 7 January 2021. We will continue to operate the Forster Customer Service point at 4 Breese Parade Forster	Customer Experience
13.2.2	Provide a welcoming and easy to deal with Council where customers have a positive experience of Council service delivery	Provide a concierge service in Biripi Way to support the customer experience at the first point of contact	<ul style="list-style-type: none"> >70% customer experience satisfaction measured through survey 		Concierge service in Yalawanyi Ganya will be operational from 7 January 2021. Survey to capture satisfaction measurement to be developed	Customer Experience
		<p>Review of Council's Customer Service Charter to ensure service delivery standards are defined</p> <p>Review reporting methods undertaken to enable consistent reporting of service delivery in line with the Charter</p>	<ul style="list-style-type: none"> Customer Service Charter review complete Service delivery reporting methodology confirmed 		Review not commenced Reporting methodology delayed due to MC1 development This will be progressed once MC1 is operational during 2021	Customer Experience





Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
13.3.1	Develop a Financial Management Reporting Framework	Provide Quarterly budget reviews (QBRS) to Council identifying proposed budget amendments and effect on adopted projected result Continue development of a monthly budget review report to MANEX to commence from January 2021	<ul style="list-style-type: none"> # of QBRS to Council provided # of MANEX budget reports provided 		September 2020 Quarterly Budget Review presented to Council as required Development of budget software model underway to facilitate monthly review and reporting to MANEX from January 2021	Finance
		Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements, by providing: <ul style="list-style-type: none"> Monthly Investment Reports Quarterly Budget Review Annual Financial Statements 	<ul style="list-style-type: none"> % of statutory reports presented to Council and lodged within required timeframes 		100% of required Monthly Investment Reports presented to Council within required timeframe September Quarterly Budget Review report presented to Council within required timeframe 2019/2020 Financial Statements completed, audited and lodged within required timeframe	Finance



Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
13.3.2	Maintain clear, consistent and efficient policies, procedures and systems to support the delivery of MidCoast Assist services	Manage integration of the client management system and the organisation's enterprise solution	<ul style="list-style-type: none"> Systems integration completed by 30 June 2021 		During the reporting period, MidCoast Assist conducted an extensive review of the market and identified two new Client Management Systems and signed agreements with new providers to replace existing system (which is being phased out). As well as significantly efficiency and productivity gains, both of these systems offer new opportunities to improve the interface with MC1	MidCoast Assist
13.3.3	Ensure council is a responsible custodian of corporate records	Implement MC1 ECM Ci Anywhere as the Corporate Document Management System to ensure Records and Information storage is compliant with relevant legislation	<ul style="list-style-type: none"> Corporate Document Management System is Compliant with legislation 		MC1 ECM Ci Anywhere (Corporate Records System) went live 14 December 2020 System is fully compliant with legislation	Governance
13.3.4	Ensure Council's governance framework sets appropriate ethical standards	Prepare relevant framework documents and implement governance culture building initiatives through governance education across the organisation	<ul style="list-style-type: none"> # of training / awareness initiatives undertaken % of staff who have participated in a governance initiative in past 12 months 		5 programs delivered on an ongoing basis 40% of staff attended in review period	Governance

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
13.3.5	Continue implementation, review and improvement of the Integrated Planning & Reporting Framework	Continue to develop and implement a performance measurement framework that effectively enables measures of performance and progress across Council's suite of plans	<ul style="list-style-type: none"> 100 % of Operational Plan actions have a measure of performance or progress applied 		All Operational Plan actions have measures. These will continue to be refined and improved	Corporate Performance & Development
		Undertake comprehensive review of Long Term Financial Plan (LTFP) as part of development of Resourcing Strategy.	<ul style="list-style-type: none"> Long Term Financial Plan scenarios incorporate asset management and workforce management requirements 		Development of new LTFP based on 2020/2021 budget continuing as scheduled	Finance
		Complete Rate Structure Harmonisation Project with Council & community to develop a single rating structure for inclusion in the 2021/22 Delivery Program / Operational Plan	<ul style="list-style-type: none"> Single rate structure adopted 		Workshops held with Council during first half of 2020/2021 culminating in a report to Council's December 2020 Ordinary meeting which adopted a draft rate structure. Office of Local Government have issued a Discussion Paper on Rate amendments that impact this draft structure and this will be further workshopped with Council to consider options potentially available to lessen the impact of rates harmonisation on ratepayers	Finance

Strategy 13.4: Provide strong governance frameworks					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
13.4.1	Provide governance frameworks that enable Councillors to fulfil their strategic role	Review and integrate the Governance Framework and associated documents to enable Councillors to fulfil their strategic role	<ul style="list-style-type: none"> Councillors provided with appropriate information and training 	 Numerous programs delivered on an ongoing basis. Completed review of Code of Conduct and Procedures Councillor Facilities and Expenses	Governance
13.4.2	Develop and maintain appropriate legal compliance systems	Develop a process for the procurement of internal legal advice and external legal services	<ul style="list-style-type: none"> Legal services procurement process adopted 	 Request for internal legal advice form is available. Documentation for seeking expressions of interest from external legal service providers has been prepared and will go to the market this financial year	Legal & Property Services
		Establish an internal process for the management of Native Title report requests	<ul style="list-style-type: none"> Native Title request process adopted 	 An interim process is in place and will be finalised this financial year	Legal & Property Services
		Prepare and implement land acquisition, disposal and valuations policies and procedures	<ul style="list-style-type: none"> Land acquisition, disposal and valuations policies and procedures adopted 	 A land acquisition, disposal and use policy has been drafted ready for referral to Council's Policy Review Committee	Legal & Property Services
		Implement, maintain and review Local Government Legal's Legislative Compliance Database and Delegations Database	<ul style="list-style-type: none"> Database implemented 	 Database built. Implementation is ongoing	Governance
13.4.3	Ensure community confidence in council as a trusted leader	Implement Council's Frameworks across the organisation including Governance Frameworks, Risk Management Framework and Fraud & Corruption Control	<ul style="list-style-type: none"> Frameworks developed, adopted, and implemented % of staff who participated in governance training in past 12 months 	 Risk Management Framework, Fraud & Corruption Control Framework, Business Continuity Plan reviewed and current	Governance
13.4.4	Ensure staff access to records is appropriate to facilitate decision making	Ensure staff have continued access to information that is seamless and efficient to facilitate quality decisions across all records systems	<ul style="list-style-type: none"> Staff have access to information as required 	 MC1 ECM Ci Anywhere (Corporate Records System) went live 14 December 2020 System is fully compliant with legislation. All staff have access to current and historical records	Governance

Strategy 13.5: Develop and deliver services and programs that provide value for money					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
13.5.1	Develop strong, diverse leadership and a culture that values performance and adaptability	Implement improvements to Council's Performance & Development System	<ul style="list-style-type: none"> • % staff with completed Work Plans • % of mid-cycle performance reviews completed • % of end-cycle performance reviews completed • % staff rated as Consistently Exceeding Expectations in prior review period who remain with Council 	 <p>54% completed Work Plans 28%* Note, indoor based employee reviews not due to 29 January 2021 End-cycle reviews due later in 2021 100% staff remain with council who rated Consistently Exceeding Expectations</p>	Human Resources
13.5.2	Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders	Continue to build change management capability across the organisation through implementation of the four year Change Management Plan	<ul style="list-style-type: none"> • All of 2020-21 actions completed 	 <p>Significant progress made on 2020-2021 actions within 4-year plan with some actions completed and others in progress</p>	Corporate Performance & Development
		Integrate water and sewer Section 68 approvals as referrals in the development assessment process to streamline the customer experience	<ul style="list-style-type: none"> • % of Water and sewer referrals captured in the DA assessment 	 <p>Water and sewer Section 68 approvals are now referrals as part of the development assessment process</p>	Planning & Assets
		Develop plan to integrate cadastral mapping information into a single data source	<ul style="list-style-type: none"> • Integration plan complete and stakeholders engaged 	 <p>Integration plan developed and stakeholders have been approached</p>	Planning & Assets / Information Technology

Strategy 13.6: Implement community focused systems to support simple and convenient way to access and do business with our council both online and in person						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
13.6.1	Develop and implement an integrated service request management system with customer portal	Implement Customer Request Management (CRM) system and corresponding workflows across Council to enable customer service staff to have a single system for recording customer service request	<ul style="list-style-type: none"> % of customer service requests captured on CRM system 		100 % of customer service requests captured on CRM system	Information Technology
		Implement Online service portal that allows customers to log their own service requests and track their status	<ul style="list-style-type: none"> % of customer service requests made directly by customers via online portal 		100% of customer service requests made directly by customers via online portal	Information Technology
		Review process to enable consistent and regular monitoring, review and reporting on customer service requests through new CRM system	<ul style="list-style-type: none"> Customer Service Standards including reponse times to be implemented after system is developed 		System development now finalised. Review will be undertaken once system is fully operational during 2021	Customer Experience
13.6.2	Maintain clear, efficient and effective processes and deliver consistent information	Review of Customer Service Knowledge Management System to ensure knowledge information and procedures are both current and accurate	<ul style="list-style-type: none"> % of Customer Service staff who have been trained to use the system 		Review of Customer Service Knowledge Management System ongoing. Full review of system has been programmed for February/March 2021	Customer Experience
13.6.3	Standardise and improve the customer's experience for Planning Certificates under s10.7 of the Environmental Planning and Assessment Act	Develop a plan to move the production of all property certificates online to improve production timeframes and consistency in output	<ul style="list-style-type: none"> Plan developed and adopted 		MidCoast template and process developed Implementation commenced December 2020	Land Use Planning



Strategy 13.6: Implement community focused systems to support simple and convenient way to access and do business with our council both online and in person						
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results		Responsible team
13.6.4	Ensure Council meetings facilitate community participation	Conduct open and public forums in accordance with Council's adopted Code of Meeting Practice / Guidelines	<ul style="list-style-type: none"> • # of Open and Public Forum Addresses • % of requests to address Council that are approved 		COVID-19 Legislation and Office of Local Government Advice regarding Open and Public Forums followed COVID-19 legislation restrictions result in public being able to address Council in writing on matters on the agenda	Governance

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




Objective 14

VALUE: Strong leadership and shared vision




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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
14.1.1	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Implement the 2020-21 Training Plan	<ul style="list-style-type: none"> • % Training Plan delivered • Training feedback from staff • # of training funding opportunities accessed • Training Plan delivered within budget 	 <p>19/20 Training Plan (outstanding training interrupted by COVID-19) - 50% completed, 15% scheduled, 3% withdrawn, 32% to be completed 20/21 Training Plan - 35% completed, 21% scheduled, 8% withdrawn, 47% to be completed</p> <p>Positive staff feedback is being received on training and the administration of training. Training good news stories are being published on the intranet and an intranet page dedicated to training is being established</p> <p>Multiple external funding opportunities for training have been accessed including TAE, COVID-19 cleaning and electrical instrumentation. We have also accessed significant apprentice and trainee incentive funding</p> <p>Training Plan is being delivered within budget</p>	Human Resources
		Develop the 2021-22 Training Plan in consultation with all Managers	<ul style="list-style-type: none"> • Training Plan approved by June 2021 	 <p>Will commence in early 2021</p>	Human Resources


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






Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
14.1.1 cont'd	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Procure and implement an e-Learning platform	<ul style="list-style-type: none"> Platform implemented on time and on budget 	 e-Learning platform has been procured and the Yalawanyi Ganya orientation and Corporate Induction is being developed in the platform	Human Resources
		Embed the LGNSW Capability Framework into HR life-cycle functions, specifically job design/PDs, recruitment, performance management, leadership development and workforce planning	<ul style="list-style-type: none"> % of Position Descriptions updated 	 Position Descriptions are updated as positions become vacant. As such all new starters and employees moving into new positions have Position Descriptions with the Capability Framework embedded. In addition all employees (other than casuals) utilise the Capability Framework as a core part of their Work Plans and Performance Reviews	Human Resources
		Develop the Workforce Management Plan 2021-25, including the EEO Management Plan	<ul style="list-style-type: none"> Plan approved prior to 1 July 2021 Key stakeholders engaged 	 A project management plan to commence the development of the People Strategy (WMP) was approved in October 2020 Engagement with key stakeholders has commenced	Human Resources

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
14.1.2	Position MCC as an 'Employer of Choice'	Develop and implement HR and WHS policies and procedures that allow achievement of organisational objectives	<ul style="list-style-type: none"> # of policies and procedures implemented % of HR and WHS policies and procedures reviewed within last 3 years 	 We implemented a new Flexible Working Framework to support our transition as an organisation to Yalawanyi Ganya and an Ability Based Working work environment. Domestic Violence Support Policy was implemented. Training and Development Policy implemented. The following policies are currently under development: Workplace Surveillance, Allocation & Acceptable Use of Technology, Email & Internet Use, Bullying & Harassment, Fatigue Management All WHS Management System policies and procedures independently reviewed by StateCover Amendments being drafted for review by WHS Committee and adoption by MANEX. This is on track for completion by 30 June 2021	Human Resources
		Develop and implement an Employee Handbook	<ul style="list-style-type: none"> % new starter retention # of times handbook accessed by staff 	 84%. 98 new starters. 6 not retained Unable to monitor electronic access to handbook at this stage	Human Resources
		Develop and implement a staff Recognition & Reward Program	<ul style="list-style-type: none"> % new starter retention # staff recognised through the program 	 84%. 98 new starters. 6 not retained Statistics on this measure will be kept when the Recognition and Reward program is implemented.	Human Resources

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
14.1.3	Develop leaders that inspire, motivate and coach our employees to realise their potential and respond to opportunities and challenges	Use the LGNSW Capability Framework to identify actions to develop leadership capability among managers and coordinators	<ul style="list-style-type: none"> % of managers/ coordinators who participated in training and coaching programs 	 <p>88% of managers and coordinators completed change management coaching programs which relates to the leadership capability Lead & Manage Change. Feedback was positive with participants indicating that the program was valuable in helping them to support staff during a period characterised by a high volume of change</p> <p>93% of relevant managers and coordinators completed a leadership program to prepare them to lead effectively in the new office environment. This program related to the leadership capabilities Inspire Direction & Purpose and Manage & Develop People. The program was well received with participants rating it highly in evaluations</p> <p>Follow-on activities for both of these programs will be scheduled in Q3 to reinforce and consolidate learnings</p>	Corporate Performance & Development






Strategy 14.2: Support a culture that values achievement, adaptability and safety					
Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
14.2.1	Embrace a constructive workplace culture that enhances individual and collective performance, with an objective of delivering high quality outcomes for the community	Roll out the results of the 2020 staff survey to teams so they can identify actions to improve their performance and improve service to the community	<ul style="list-style-type: none"> % of teams with a survey action plan in place % of team actions completed 	 Staff survey data collection completed in December 2020. Results due in January 2021. Action planning scheduled to commence in February 2021	Corporate Performance & Development
14.2.2	Embrace a culture of safety and wellbeing	Conduct annual WHS & Wellbeing education program for people leaders	<ul style="list-style-type: none"> % of people leaders who participated in education program in last 12 months 	 Council's entire Leadership Team participated in a WHS Due Diligence training program in August 2020	Human Resources
		Conduct WHS & Wellbeing education program for staff	<ul style="list-style-type: none"> % of people leaders who participated in education program in last 12 months # toolbox talks completed 	 Coordinators of high risk work areas and entire HR Services team participated in WHS education training including info on incident reporting and injury management. 12 toolbox talks undertaken by WHS team during October-December (during COVID-19 so number reduced)	Human Resources
		Implement 'The Vault' WHS Management System	<ul style="list-style-type: none"> Implementation undertaken in accordance with agreed timeframes and to agreed specifications 	 Delayed due to competing priorities with MC1 rollout	Human Resources
		Implement a staff Wellbeing Program	<ul style="list-style-type: none"> # of wellbeing initiatives provided EAP usage for work-related matters % of staff participating in wellbeing initiatives 	 Wellbeing Program under development EAP utilisation for last six months is 2.22%	Human Resources

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



Objective 15

VALUE: Strong leadership and shared vision





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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
15.1.1	Ensure public access to Council information	Ensure requirements of GIPA are adhered to	<ul style="list-style-type: none"> Statutory timeframes and processes are met # of formal GIPA applications processed 	 Ongoing compliance with GIPA 100% of Formal GIPA Applications completed within statutory timeframes	Governance
15.1.2	Provision of information on Council's website is customer focused	Undertake a website audit and user journey mapping to ensure provision of information is customer focused	<ul style="list-style-type: none"> Website audit completed User journey mapping completed 	 Website audit underway, implementation of MC1 integration and customer interface underway	Engagement, Communication & Education
15.1.3	Develop and deliver an effective community focused communications strategy to support and inform the community on council activities	Deliver communications improvement programs as outlined in adopted Communications Strategy	<ul style="list-style-type: none"> % of scheduled 2020-21 Communications Strategy actions completed 	 Implementation of actions for 2020-21 in the Communication Strategy action plan underway	Engagement, Communication & Education
15.1.4	Build community awareness of the services and projects delivered by Council	Develop community education program to increase awareness of services	<ul style="list-style-type: none"> % of scheduled 2020-21 community education actions completed 	 Delayed due to unforeseen resourcing issues	Engagement, Communication & Education
		Deliver Community Conversations program across the MidCoast region	<ul style="list-style-type: none"> Two rounds of community conversations 	 COVID-19 restrictions resulted in the cancellation of the first round of community conversations scheduled for 2020-2021 Second round under consideration	Engagement, Communication & Education





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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
15.1.5	Maintain existing reporting capability in Water Services for capital projects and operations	Develop capacity for the project gateway system to be incorporated across capital works for Transport assets including trialing	<ul style="list-style-type: none"> % of Projects managed and reported using the gateway system within Infrastructure and Engineering Services 	 <p>Over 50% of projects managed and reported using the gateway system within Infrastructure and Engineering Services</p>	Capital Works
15.1.6	Ensure that significant state, regional and local infrastructure is clearly identified in the MidCoast Local Environmental Plan	Include all appropriate planning controls identified in the Infrastructure Zones Review in the draft MidCoast Local Environmental Plan (LEP)	<ul style="list-style-type: none"> Controls included 	 <p>Consultation on infrastructure in urban areas commenced in 2020. Consultation on infrastructure in rural areas scheduled in 2021</p>	Land Use Planning



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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
15.2.1	In order to ensure transparency and accountability, develop a Policy on Planning Agreements in accordance with legislative requirements and any guidelines of the NSW Department of Planning and Environment	Draft a policy and procedure to guide the preparation of Planning Agreements	<ul style="list-style-type: none"> Policy and procedure adopted by Council 	 NSW Government policy template for Planning Agreements has been delayed	Land Use Planning
15.2.2	Improve community understanding of asset management	Revise communication tools to support understanding of issues relating to road management: <ul style="list-style-type: none"> revise website information develop road sealing fact sheet 	<ul style="list-style-type: none"> website information updated # of fact sheets delivered 	 Ongoing, Fact sheet has been developed and is in use	Transports Assets / Projects & Engineering
15.2.3	Ensure that policies reflect community expectations	Provide opportunities for community feedback when developing policies which have community impacts	<ul style="list-style-type: none"> % of new and revised policies placed on public exhibition # of submissions received in relation to draft policies 	 Four Policies have been placed on Public Exhibition to date this year No submissions received relating to the four policies placed on public exhibition	Governance
15.2.4	Provide clear, accessible and relevant information to the community	Deliver communications improvement programs as outlined in adopted Communications Strategy	<ul style="list-style-type: none"> % of scheduled 2020-21 actions completed 	 Actions underway, while impacted by COVID-19, work is continuing to take place	Engagement, Communication & Education

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
15.3.1	Facilitate channels for engagement with community service target groups	Facilitate engagement activities with community service target groups, including through Council's Community Inclusion and Wellbeing and MidCoast Assist's client/participant reference groups	<ul style="list-style-type: none"> # of engagement activities conducted # of participants Examples of outcomes of engagement At least 4 meetings and activities conducted through which MidCoast Assist participants and clients give feedback about the service 	 <p>3 Community Inclusion and Wellbeing Reference Group meetings conducted. Engagement with older people, Aboriginal communities and people with disability delayed due to COVID-19. Approximately 50 participants. Successful event for International Day of People with Disability conducted in December. MidCoast Assist participants provided feedback to planning for International Day of People with Disability</p>	Libraries & Community Services
15.3.2	Develop a consistent and transparent approach to community involvement in planning decisions by preparing a Community Participation Plan (CPP) for Council's land use planning functions	Monitor implementation of adopted CPP to ensure it is being utilised as intended	<ul style="list-style-type: none"> # of occasions community feedback sought on land-use documents # of submissions received 	 <p>Consultation on Local Strategic Planning Strategy and four planning proposals undertaken in accordance with the CPP Estimated 60 submissions received at time of reporting</p>	Land Use Planning
			<ul style="list-style-type: none"> # of occasions community feedback sought on development applications # of submissions received 	 <p>Notification of development applications continues in accordance with the CPP 11 major consultation initiatives delivered through council's Have Your Say website</p>	Major Assessment & Regulatory Services
15.3.3	Ensure Council meetings are appropriately scheduled and resourced and facilitate community participation	Provide corporate support for Council Meetings and conduct open and public forums in accordance with the Code of Meeting Practice / Guidelines	<ul style="list-style-type: none"> # of Agendas prepared within timeframes. Minutes and Audio Recordings provided on Council's Website 	 <p>100% of Agendas prepared within statutory timeframes 100% of Minutes and audio recordings prepared and available on website within statutory timeframes</p>	Governance


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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
15.3.4	Develop and deliver an engagement strategy for council to ensure we are engaging with the community and providing opportunities for participating in decision making where appropriate	Continue to implement the engagement framework as outlined in adopted Engagement Strategy	<ul style="list-style-type: none"> % of scheduled 2020-21 actions completed 	 <p>Actions are being implemented as per action plan, expected to be delivered as programmed</p>	Engagement, Communication & Education
15.3.5	Undertake community satisfaction surveys on a regular basis to gauge community satisfaction on a broad level and to inform focus areas for improvement	Rollout results from 2020 Community Satisfaction Survey to councillors, executives, staff and community	<ul style="list-style-type: none"> Results rolled out to all stakeholders 	 <p>Results of Community Satisfaction Survey rolled out to all stakeholders with ongoing discussion of key community priorities and actions at leadership meetings</p>	Corporate Performance & Development


We develop and encourage community and civic leadership

Objective 16

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
16.1.1	Provide adequate resources for elected members to perform their role	<p>Review technology requirements to facilitate Councillors ability to attend Council Meetings, Pre-meeting Briefing Sessions and Councillor Workshops via remote video means in accordance with legislative changes. This includes:</p> <ul style="list-style-type: none"> Electronic agendas and Business Papers via the HUB Attendance at Council Meetings via Zoom or other audio visual means Information Technology equipment and hardware <p>Continue to provide Councillors with professional development opportunities</p>	<ul style="list-style-type: none"> Review of ICT software and equipment undertaken and equipment/systems provided. # of Council Meetings where Councillors are able to attend via audio visual means Appropriate professional development budget in place for 2020-21 Councillor Professional Development activities reported via Annual Report in accordance with legislation 	 <p>Review completed and reflected in Councillor Expenses and Facilities Policy</p> <p>100% of Agendas available for Councillors to view via the HUB</p> <p>100% of Meetings available for Councillors to attend via audio visual means</p> <p>Budget available on an annual basis</p> <p>Councillor Professional Development reported annually in Council's Annual Report</p>	Governance

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

Focus Ref	3 year focus	1 year actions	Progress/performance measure/s	December 2020 Results	Responsible team
16.2.1	Work collaboratively with regional bodies	Work collaborative with regional and State bodies as appropriate including Hunter JO, LG NSW, LG Professionals & LG Internal Auditors Network	<ul style="list-style-type: none"> # of collaborative activities undertaken 	 <p>Participated in the following:</p> <ul style="list-style-type: none"> Hunter Joint Organisation Meetings LG NSW Meetings Governance Network Collaborations Rural and Regional Management Challenge Hunter Regional Risk Management Group Meetings 	Governance