![MIDCOAST council]

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

End of Year review
July 2018 - June 2019

HOW TO
CONTACT US

Website: www.midcoast.nsw.gov.au

In Person: Forster
4 Breese Parade, Forster
Monday to Friday, 8:30am - 4:30pm

Taree
2 Pulteney Street, Taree
Monday to Friday, 8:30am - 4:30pm

Gloucester
89 King Street, Gloucester
Monday to Friday, 9:00am - 4:00pm

Stroud
6 Church Lane, Stroud
Monday to Friday, 9:00am - 12:00pm

Tea Gardens
Myall Street, Tea Gardens
Monday to Friday, 9:00am - 4:00pm

Phone: (02) 6591 7222 (Forster and Taree)
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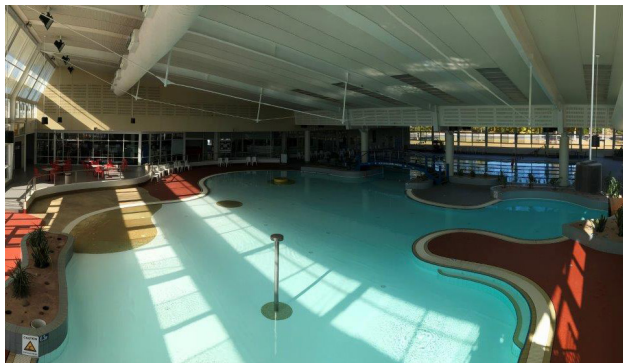

HSC Study Nights in the library

School holidays program

Big Ideas Barbecue, Forster

Summerfest

Manning Aquatic Leisure Centre pool relining

Reconciliation Week

International Day of People with Disability

SNAPSHOT: JULY 2018 - JUNE 2019

Hannam Vale playground

Gloucester Library refurbishment

Jimmys Beach Sand Transfer System

Waang Djarii performers

Stroud Tennis Courts

ScootAware scooter safety workshops

Manning Regional Art Gallery

Youth Week, King of the Crater

Volunteer Recognition events

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.

The 'June 2019' column reports on the progress of the Delivery Program and Operational Plan from July 2018 to June 2019.

In addition to depicting the status with one of the following symbols, there is a column providing information on what has been achieved.
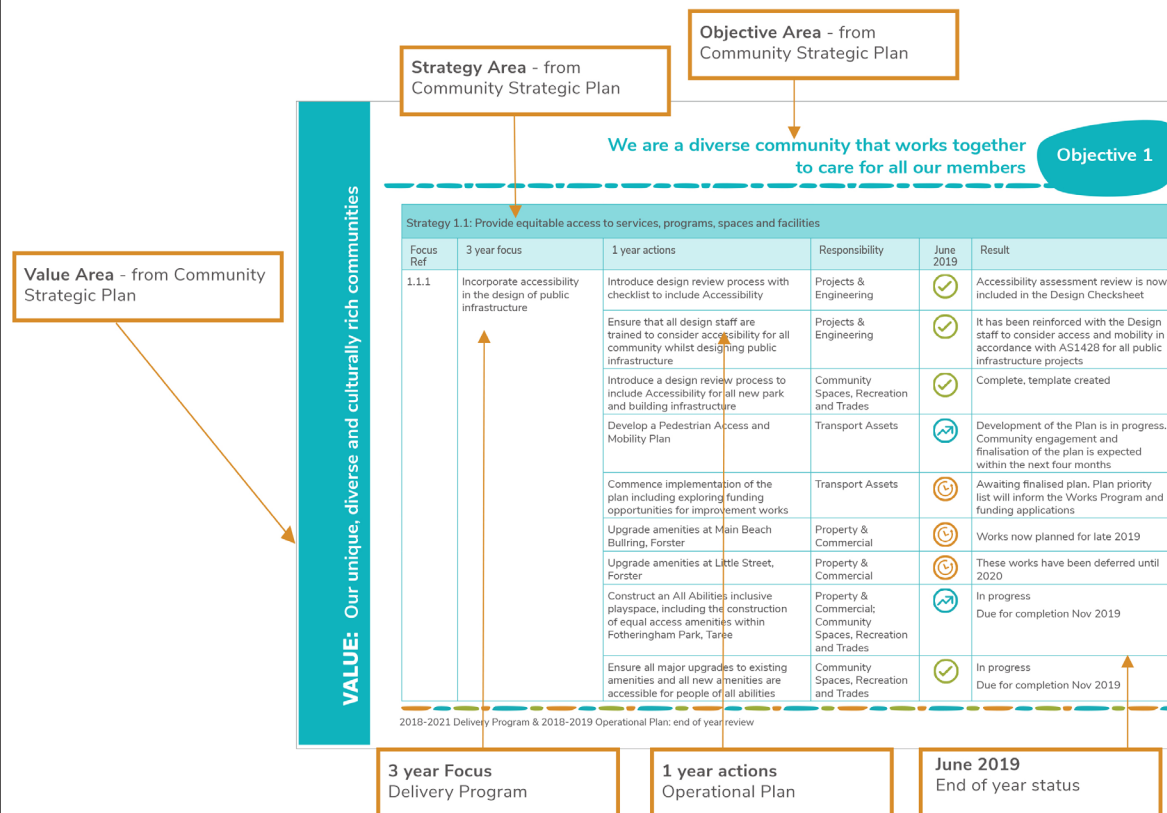
Completed   On schedule   Revised   Delayed

Objective Area - from Community Strategic Plan

Strategy Area - from Community Strategic Plan

Value Area - from Community Strategic Plan

We are a diverse community that works together to care for all our members — Objective 1

VALUE: Our unique, diverse and culturally rich communities

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.1.1	Incorporate accessibility in the design of public infrastructure	Introduce design review process with checklist to include Accessibility	Projects & Engineering	✓	Accessibility assessment review is now included in the Design Checksheet
		Ensure that all design staff are trained to consider accessibility for all community whilst designing public infrastructure	Projects & Engineering	✓	It has been reinforced with the Design staff to consider access and mobility in accordance with AS1428 for all public infrastructure projects
		Introduce a design review process to include Accessibility for all new park and building infrastructure	Community Spaces, Recreation and Trades	✓	Complete, template created
		Develop a Pedestrian Access and Mobility Plan	Transport Assets	↗	Development of the Plan is in progress. Community engagement and finalisation of the plan is expected within the next four months
		Commence implementation of the plan including exploring funding opportunities for improvement works	Transport Assets	⟳	Awaiting finalised plan. Plan priority list will inform the Works Program and funding applications
		Upgrade amenities at Main Beach Bullring, Forster	Property & Commercial	⟳	Works now planned for late 2019
		Upgrade amenities at Little Street, Forster	Property & Commercial	⟳	These works have been deferred until 2020
		Construct an All Abilities inclusive playspace, including the construction of equal access amenities within Fotheringham Park, Taree	Property & Commercial; Community Spaces, Recreation and Trades	↗	In progress — Due for completion Nov 2019
		Ensure all major upgrades to existing amenities and all new amenities are accessible for people of all abilities	Community Spaces, Recreation and Trades	✓	In progress — Due for completion Nov 2019

2018-2021 Delivery Program & 2018-2019 Operational Plan: end of year review   6

3 year Focus — Delivery Program

1 year actions — Operational Plan

June 2019 — End of year status

WE VALUE...

our unique, diverse and culturally rich communities

VALUE: Our unique, diverse and culturally rich communities

Strategy 1.1: Provide equitable access to services, programs, spaces and facilities					
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VALUE: Our unique, diverse and culturally rich communities

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.1.2	Provide equitable access to facilities to support and improve the health, safety and wellbeing of our community	Review and monitor YMCA programs to ensure they deliver services to support people of all abilities	Property & Commercial	✓	Regular liaison with YMCA manager to maintain up to date information on programs offered to support people of all abilities
		Link 1 year actions from the MidCoast Council Cultural Vision 2036 (when complete) to MidCoast Council Disability Inclusion Action Plan 2017 - 2021 Strategy 2: Creating Liveable Communities	Economic Development & Tourism	⏱	Action to be held over until Cultural Plan is completed.
		Seek to secure external funding to continue to improve access to the Manning Regional Art Gallery and Manning Entertainment Centre	Economic Development & Tourism	✓	Successful grant application to Regional Cultural Fund. Works will be complete in 2019/20
		Deliver 12 Art and Dementia programs at the Manning Regional Art Gallery (partnering with Kularoo Gardens)	Economic Development & Tourism	✓	Completed – 24 sessions completed with various partners
1.1.3	Participate in projects that enhance the inclusiveness of community spaces	Manage construction of the Livvi's Place inclusive playspace in Fotheringham Park Taree, in partnership with Touched By Olivia Foundation	Community Services	⏱	Additional funding sourced. Construction commenced in June 2019
		Participate in the development of the State Government's guidelines for inclusive playspaces	Community Services	✓	MCC represented on working group to develop draft guidelines which have now been adopted
1.1.4	Maintain recreation infrastructure to a minimum condition assessment	Remove all wood fueled BBQs in Council reserves	Community Spaces, Recreation and Trades	✓	Complete All wood fires removed
		Replace 50% of park seating that does not meet the minimum condition assessment rating	Community Spaces, Recreation and Trades	✓	Complete 40 identified as needing replacement and replaced 26 seats

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Strategy 1.1: Provide equitable access to services, programs, spaces and facilities					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.1.4	Maintain recreation infrastructure to a minimum condition assessment	Replace/refurbish – Providence Bay Park Hawks Nest, Palmgrove Park Forster, Rockpool Reserve Tuncurry, and Billabong Park Gloucester	Community Spaces, Recreation and Trades	↗	Providence 95% complete Palmgrove complete Rockpool Res Not commenced Billabong Park complete
		Complete maintenance works in accordance with the Condition Assessment Schedule	Community Spaces, Recreation and Trades	✓	Complete Several assets required disposal
		Develop an annual capital works program for the replacement of recreation infrastructure	Community Spaces, Recreation and Trades	✓	Complete Program currently unfunded
1.1.5	Implement the Disability Inclusion Action Plan	Undertake educational and promotional activities focused on inclusion and access to information and assistance	Community Services	✓	Internal awareness and education campaign conducted early 2019
		Develop Council's annual capital and maintenance works programs so that consideration is given to inclusion priorities and principles	Community Services	✓	Community Services doesn't develop annual capital or maintenance works programs but we have reminded those that do, so that consideration is given to inclusion priority and principles
		Undertake educational and promotional activities with community partners to support access to meaningful employment for people with disability	Community Services	✓	Attended Australian Network on Disability early 2019. Learnings regarding being 'disability confident' now being planned and implemented.
		Create pathways for service target groups to work and volunteer with MidCoast Assist	Community Services	↗	The Disability Inclusion Action Plan Progress Report for year 2 will be considered by Council on 10 July
		Review online forms to enhance accessibility and undertake educational activities to support their use	Community Services	↗	Forms continually being reviewed and amended to ensure accessibility
		Investigate development of a directory of community services and supports across the local government area	Community Services	↗	Investigation on a number of options conducted. Partnership with external provider finalised. Set up in progress. Launch planned for mid-September 2019

VALUE: Our unique, diverse and culturally rich communities

	Strategy 1.1: Provide equitable access to services, programs, spaces and facilities				
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.1.6	Participate in projects that enhance the inclusiveness of community spaces	Deliver quality Social and Community Engagement activities for people with a disability	Community Services		MidCoast Assist successfully introduced a number of initiatives to enhance its offering including: extending the variety of group activities to build skills, relationships and participation in the community; facilitating more participants to transition to supported independent living in shared rental homes; promoting Forster as a holiday spot for people with disability; and increasing the number and range of special events. Participants at 30 June 2018 grew from 133 to 185 by 30 June 2019, reflecting a growing name and reputation across the MidCoast.
		Deliver quality Co-ordination of Support services for people with a disability	Community Services		MidCoast Assist received recognition from various sources about its quality of coordination of support services. Despite almost a completely new team coming on board during the year, MCA increased its very strong position in the market, with the number of participants at 30 June 2018 choosing MCA as their coordination of supports service provider growing from 75 to 114 by 30 June 2019.
		Deliver quality Financial Intermediary services for people with a disability	Community Services		MidCoast Assist commenced trialling a new software aimed at improving the experience of financial intermediary clients and making the service more efficient. The software will be introduced to all clients early 2019/20. Participants at 30 June 2018 choosing MCA as their financial intermediary service provider grew from 119 to 181 by 30 June 2019.

VALUE: Our unique, diverse and culturally rich communities

	Strategy 1.1: Provide equitable access to services, programs, spaces and facilities				
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.1.7	Provide quality, client-centred services and supports for older people to assist them to remain living independently in the community	Deliver quality Customised Care services to older people, including Home Care Packages	Community Services	↗	MidCoast Assist (MCA) continues to receive a steady flow of home care package referrals based on recommendations about the high quality service provided by MCA. Clients of the service now come from all parts of the MidCoast region. Through our partnership with Great Lakes Palliative Care Support Inc. also continues to provide a unique and vital service for members of our community in the final stages of their lives. The number of clients at 30 June 2018 choosing MCA as their home care package provider had grown from 26 to 55 by 30 June 2019.
		Deliver quality Commonwealth Home Support Program services to older people, including social support and transport	Community Services	↗	MidCoast Assist's Active and Older program is one of only a few services in the region that provides social activities for older people. Through this service older people, including those with dementia, have remained connected and active in their community. Engaging an increased number of volunteers allowed MCA to expand the number and range of activities in centre and in the community for older people in the MidCoast region. The number of clients at 30 June 2018 choosing MCA as their Commonwealth Home Support Program provider had grown from 168 to 259 by 30 June 2019.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.1.8	Ensure that sufficient land is zoned in appropriate locations to meet the needs of the population for recreation and community facilities	Plan for a centralised area for sporting fields, at Tea Gardens, to address the current shortfall as well as future needs and allow for the possible co-location of community facilities	Strategic Planning	✖	Project deferred
		Ensure that public open space areas and community facilities are appropriately zoned as part of the preparation of a Consolidated MidCoast Local Environment Plan	Strategic Planning	↗	On schedule for completion June 2020
		Deliver quality Financial Intermediary services for people with a disability	Community Services	↗	MidCoast Assist (MCA) commenced trialling a new software aimed at improving the experience of financial intermediary clients and making the service more efficient. The software will be introduced to all clients early in 2019/20. The number of participants at 30 June 2018 choosing MCA as their financial intermediary service provider had grown from 119 to 181 by 30 June 2019.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.2.1	Acknowledge and recognise Aboriginal communities within our projects	Consult with local stakeholders regarding Native Title	Property & Commercial		Regular and appropriate consultation is undertaken
		Review and monitor YMCA programs to ensure they deliver services to support Aboriginal people	Property & Commercial		Regular liaison with YMCA MANAGER to maintain up to date information on programs offered to support Aboriginal people
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	Ensure the Aboriginal community is engaged effectively by Council on programs, policies and decisions that affect their community	Communications & Engagement; Community Services		Bi-monthly meetings have been established with the CEOs of the Local Aboriginal Land Councils in the MCC LGA. The Community Strengthening Officer, Aboriginal position was filled mid-year and that officer has been working in the Aboriginal communities to raise awareness of Council activities, build networks and consult for the development of a Welcome To and Acknowledgement of Country protocol.
		Deliver community strengthening activities for Aboriginal people in line with funding body program level agreements and service delivery schedules	Community Services		Community Strengthening Officer appointed Dec 2018. Manning Working Group reinvigorated. Feasibility of replicating in Forster and Gloucester being investigated
		Develop and implement a Reconciliation Action Plan in consultation with key stakeholders	Community Services		Bi-monthly meetings with CEOs of Local Aboriginal Land Councils resulted in decision not to proceed with a RAP. Consultation progressing to develop an Aboriginal Action Plan.

VALUE: Our unique, diverse and culturally rich communities

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Economic Development & Tourism	✓	Achieved. 3 programs delivered, exhibition, market stall and floor talk
		Provide programming, art and cultural support for the 'Sista Speak' program with the Department of Education	Economic Development & Tourism	✓	Completed – Cultural support through workshops and weaving sessions held at the Gallery (4 sessions)
		Provide an outreach program of art making activities in community targeting Aboriginal communities	Economic Development & Tourism	✓	Completed – worked in partnership with TIDE to deliver on Country Learning to 360 Aboriginal students
		Engage with the Better Learning Better Communities after-school project and provide relevant literacy tutor support	Libraries	✓	This support is provided on an as-needs basis, with the need being driven by the relevant community groups.
		Support the Forster local Aboriginal Education Consultative Group (AECG) in the development of a program targeted at assisting aboriginal children through the school system	Libraries	✓	This support is provided on an as-needs basis, with the need being driven by the relevant community groups.
		Participate in monthly meetings with the aboriginal family history team and support wider participation in the group	Libraries	✓	Staff have attended meetings regularly. Operational needs and occurrence of meetings have meant attendance has been limited to quarterly
		Provide the community with access to acknowledgements, welcomes and stories in the Gathang language through the use of QR codes	Libraries	⏱	The project has been delayed due to factors beyond the Library's control. Planning is in place to address this in 2019/20.
		Supply resources and staff from the library to support students developing a knowledge of their aboriginal family trees	Libraries	⏱	This project has also been delayed due to factors beyond the Library's control. It will be a focus in 2019/20
		Connect Girrawong Preschool to the Taree Library for storytime sessions and bulk loans	Libraries	✓	Library staff now conduct a monthly outreach visit to Girrawong Preschool and its students now also attend special storytime sessions at Taree Library

VALUE: Our unique, diverse and culturally rich communities

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.3.1	Promote programs to encourage the participation of young people to meet their leisure, learning and social interaction needs at Council facilities	Review and monitor YMCA programs to ensure they deliver services to support young people	Property & Commercial	📈	Regular liaison with YMCA manager to maintain up to date information on programs offered to support people of all abilities
		Provide specific evenings for HSC students to study and interact in the library space	Libraries	✅	8 HSC nights were held in Forster with 92 students participating. 6 HSC nights held in Taree Library with 90 students attending.
		Provide a homework support program for primary and secondary school students	Libraries	✅	Homework Help was provided at Forster and Tea Gardens. 71 sessions were held reaching 518 students. Taree Library hosts a homework support service on Tuesdays during term time. This is done in partnership with the Smith Family.
		Provide early literacy programs across the library service that encourage learning and social development	Libraries	✅	443 Preschool Storytime and Baby Rhyme Time sessions held in with 4,330 participants
		Develop and deliver the Great Books Festival	Libraries	✅	The Great Books Festival was conducted across 6 days. 13 schools participated. 17 workshops were held, involving 980 students.
		Develop and deliver programs and activities for school holiday periods	Libraries	✅	410 school holiday activities were held with 2,121 children participating.
		Participate in the Live 'n Loud program	Libraries	✅	The partnership with Manning Youth continues to be a success. Regular meetings were held with MidCoast Youth, which saw the annual concert attracting 90 participants.

VALUE: Our unique, diverse and culturally rich communities

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Deliver community strengthening activities for young people in line with funding body program level agreements and service delivery schedules	Community Services	↗	Youth Strategic meetings and MYAT meetings conducted, Youth Week activities co-ordinated, Live 'n Loud events delivered, cyber safety and sound workshops conducted
		Develop and implement a Youth Strategic Plan in consultation with key stakeholders	Community Services	↗	Young people engaged in consultation for development of Youth Strategic Plan, placed on public exhibition in June 2019
1.3.3	Develop and implement a Council Employment-based Training Strategy that meets our business need and aligns with our Workforce Strategy	Develop a whole of Council Employment-based Training Strategy	Human Resources	↗	Employment-based Training Strategy developed and approved, and is currently being implemented
		Continue to operate Traineeship and Apprenticeship programs across the Council organization and expand these programs into other functional areas	Human Resources	↗	Existing Apprenticeship and Traineeship programs are continuing and through the EBTS are being expanded into other areas
1.3.4	Deliver children and youth activities to develop the Manning Regional Art Gallery as an education facility	Manning Regional Art Gallery to partner with Council's Community Strengthening team (Youth) to provide a Youth week activity in line with Family and Community Services objectives and funding guidelines	Economic Development & Tourism	✓	Completed Live and Loud hosted at the Gallery and photograph exhibition during youth week
1.3.5	Provide opportunities for young people to participate in volunteer programs	4 schools to participate in graffiti removal programs	Community Spaces, Recreation and Trades	✓	6 schools participated
1.3.6	Provide regional level recreational activities targeted at families	Install a wet play area as part of the Tuncurry Recreation Precinct	Community Spaces, Recreation and Trades	↗	In progress (community consultation phase)

VALUE: Our unique, diverse and culturally rich communities

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.4.1	Investigate and provide opportunities for social housing	Upgrade and manage seniors units in Gloucester	Property & Commercial		Demand has declined for these units and accordingly upgrades are only being undertaken as required
		Liaise with community groups about social housing	Property & Commercial		No opportunities have arisen for interaction
1.4.2	Prepare a consolidated MidCoast Local Environmental Plan and Development Control Plan that provides opportunities for affordable and diverse housing options	Prepare a Housing Strategy that assesses housing diversity and which identifies planning mechanisms to achieve improved housing choice across the LGA	Strategic Planning		On schedule for completion June 2020
		Assess the different roles and functions of our settlements in delivering housing diversity	Strategic Planning		On schedule for completion June 2020
		Commence the preparation of housing provisions for inclusion in a MidCoast Development Control Plan to achieve housing diversity and affordability while recognising the roles and functions of our diverse settlements	Strategic Planning		On schedule to commence DCP provisions in 2020 following conclusion of Housing Strategy
1.4.3	Ensure there is sufficient land identified for future rezoning to cater for residential growth in appropriate locations	Prepare an Urban Land Monitor to assess supply of, and demand for, residential land to enable Council to program land releases	Strategic Planning		Draft Urban Land Monitor completed
1.4.4	Prepare Local Planning Statements that reflect the aspirations of local communities relating to the provision of housing	Establish a Project Team and develop a Project Plan with reference to NSW Department of Planning and Environment guidelines and templates	Strategic Planning		LSPS Team established and Project Plan to be prepared by December 2019
		Prepare draft Local Strategic Planning Statements for endorsement by Council in consultation with our community	Strategic Planning		LSPS Team established and Project Plan to be prepared by December 2019 with work on LSPS to commence in 2020

VALUE: Our unique, diverse and culturally rich communities

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.5.1	Provide support to community groups to maximise sustainable usage of community halls	Undertake detailed review of community hall arrangements	Property & Commercial	📈	Review has commenced and usage is being assessed to determine future action
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	Deliver community strengthening activities in line with funding body program level agreements, service delivery schedules and identified community priorities	Community Services	📈	Capacity building partnerships, interagency and planning conducted in line with funding agreement
		Develop and implement an Ageing Strategic Plan in consultation with key stakeholders	Community Services	🕐	Project delayed due to resourcing. Project scope completed for consultation to commence shortly
1.5.3	Provide financial assistance to support not-for-profit and community based organisations to deliver projects of community benefit	Administer Council's donations program	Community Services	✓	Donations funding round administered in April 2019
		Administer Councils Duralie Community Support Program	Community Services	✓	Funding program administered in July 2018

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
1.6.1	Develop local community plans for MidCoast Towns and Villages	Develop a local community plan program, including a prioritisation tool, with the aim of producing 4 plans per annum	Engagement & Communications	✓	A Local Community Planning program has been developed. Council adopted the MidCoast Local Community Planning Framework in May 2019. This framework includes a stepped out process to supporting communities to deliver their plans.

VALUE: Our unique, diverse and culturally rich communities

Strategy 1.7: Welcome people of all abilities and backgrounds

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Community Services		Attendance at Australian Disability Network 2019 conference assisted in identifying barriers to inclusion, and projects identified for implementation
1.7.2	Expand the visitor profile of the Manning Regional Art Gallery	Manning Regional Art Gallery to partner with Neighbourhood services and community groups to deliver public programs such as the Cultures in the Manning festival and projects	Economic Development & Tourism		Completed – 12 sessions of public programs and events which expand the visitor profile for people from CaLD backgrounds.
1.7.3	Implement Council's EEO Management Plan	Incorporate items from the Disability Inclusion Action Plan (DIAP) into HR policies and procedures.	Human Resources		DIAP is considered for all HR policies and procedures

VALUE: Our unique, diverse and culturally rich communities

Strategy 2.1: Support communities to identify priorities for ensuring they are sustainable into the future					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
2.1.1	Provide opportunities for community groups to utilise Council owned properties	Negotiate community rebate opportunities for community leases	Property & Commercial		This is an ongoing process
		Ensure Council buildings that are used by community groups and organisations are subject to a lease or licence agreement	Property & Commercial		This is an ongoing process to ensure that the appropriate agreements (either lease or licence) are in place
2.1.2	Deliver Tidy Towns sustainability activities	Develop and implement the Tidy Towns program and partnerships in consultation with key stakeholders	Community Services		Garden showcase event held in October 2018. Planning for the future and other projects progressed

Strategy 2.2: Support the preservation an uniqueness of our history and cultural heritage in our towns, villages and significant places					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
2.2.1	Implement the Heritage Conservation Management Plan	Repaint and restore the Bulahdelah Court House	Property & Commercial		This project is on hold pending receipt of grant funding
		Continue to seek funding for heritage projects at Stroud, Gloucester and other areas	Property & Commercial		This action is ongoing – works have recently been undertaken at Stroud Court House and Quambi House
2.2.2	Ensure consultation on future capital projects that provide opportunities or impact upon individual qualities of towns / villages	Identify priority projects early to ensure appropriate level of consultation is undertaken during the design process	Transport Assets		Key projects for 2020/2021 are scoped to allow time for consultation.

VALUE: Our unique, diverse and culturally rich communities

Strategy 2.2: Support the preservation an uniqueness of our history and cultural heritage in our towns, villages and significant places					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
2.2.3	Ensure our heritage is valued and conserved	Continue with the Heritage Adviser Program to provide specialist heritage advice to landowners and developers	Strategic Planning		On schedule and ongoing
		Implement a Local Area Heritage Program with funding from the Office of Environment and Heritage to assist with the restoration and maintenance of heritage items	Strategic Planning		Local Heritage Program completed
		Investigate whether additional heritage conservation areas and items are required to protect unique areas within settlements	Strategic Planning		Funding application not successful Program deferred
		Seek funding for a Heritage Study for Gloucester	Strategic Planning		Funding secured and study on schedule

Strategy 2.3: Support and encourage our vibrant and creative arts sector					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
2.3.1	Plan for the future of the MidCoast Region to provide a vibrant, creative and sustainable art and culture sector	Commence development of the MidCoast Cultural Vision 2036 incorporating visual and performing arts	Economic Development & Tourism		Achieved Scope approved by Council Advertising to establish Cultural Plan Reference Group completed Appointment due July 2019
		Develop a Public Art Strategy for the MidCoast Region, working in partnership with other sections of council to create a comprehensive set of guidelines to inform artists (visual and performing), community groups, and businesses of the requirements when producing public art works	Economic Development & Tourism		Deferred To be completed as part of Cultural Plan 2036 in 19/20

VALUE: Our unique, diverse and culturally rich communities

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
2.3.2	Provide opportunities for active and participatory arts and cultural experiences throughout the community	Create positive visitor experiences at the Manning Regional Art Gallery by delivering a program of regional and touring exhibitions that attract growing audiences	Economic Development & Tourism	✅	Completed. 23 exhibitions delivered including 7 touring exhibition over 18000 visitors to the Gallery
		Prepare and deliver a range of performing and visual arts public programs and workshops that engage a variety of target groups, in partnership with local schools, education facilities, and community groups	Economic Development & Tourism	✅	Completed over 250 events and visual art public programs delivered
2.3.3	Investigate and undertake capital works projects to improve our cultural buildings	Progress Civic Precinct Project in Forster including new and innovative library space	Property & Commercial	📈	Construction is underway and on target for the anticipated completion date of September 2020
		Upgrade local libraries	Property & Commercial**	📈	Gloucester upgrade completed in 2018, works at Nabiac are underway
2.3.4	Ensure the Manning Regional Art Gallery is well maintained and meets industry standards	Develop an MOU with Trades/building services which establishes an asset management plan, which is fit for purpose to the specialised needs of the Regional Art Gallery	Economic Development & Tourism	📈	Ongoing Consider as part of Asset Management Framework listed as priority project for Council in 19/20
		Conduct a building maintenance review that establishes a schedule of priorities for maintenance and upgrade to facilities and equipment which match community expectations and industry standards	Economic Development & Tourism	📈	Ongoing Consider as part of Asset Management Framework listed as priority project for Council in 19/20
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	Develop an MOU with Trades which establishes an asset management plan fit for purpose to the specialised needs of the MEC	Economic Development & Tourism	📈	Ongoing Consider as part of Asset Management Framework listed as priority project for Council in 19/20

VALUE: Our unique, diverse and culturally rich communities

Strategy 2.3: Support and encourage our vibrant and creative arts sector					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Conduct a building maintenance review that establishes a schedule of priorities for maintenance and upgrade of facilities and equipment to match community expectations and industry standards	Economic Development & Tourism	↗	Ongoing Consider as part of Asset Management Framework listed as priority project for Council in 19/20
		Review the Manning Entertainment Centre budget and equipment/fittings to ensure production technical and building upgrades can be monitored independently	Economic Development & Tourism	↗	Ongoing Consider as part of Asset Management Framework listed as priority project for Council in 19/20
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 through entrepreneurial means	Economic Development & Tourism	✓	Complete 14 performances over 8 individual productions with 10 supplementary public programs plus 24 film screenings
		Review Manning Entertainment Centre programming policy	Economic Development & Tourism	✓	Complete Current policy reviewed and new Guidelines developed
2.3.7	Provide opportunities at local libraries to showcase local talent	Host gallery exhibitions through Hallidays Point Library	Libraries	↗	New exhibitions held each month
		Host creative arts displays at Library venues across MidCoast Council	Libraries	↗	7 library venues now have the capability to host displays The facility at Forster has hosted community displays constantly throughout 2018/19
		Support author talks and other forms of live entertainment	Libraries	↗	The library has been so successful in supporting author talks that it has now been necessary to establish a limit on the number of talks hosted 18 author talks have been supported across MidCoast Libraries with a total of 340 attendees

PERFORMANCE MEASURES

Performance Measure		Responsibility	Result
1	Community satisfaction with planning	*Community Satisfaction Survey Results* Strategic Planning Natural Systems	Question was not included in the 2017 survey *Re-survey proposed for end of 2019*
2	Community satisfaction with decisions being made in the interests of the community	*Community Satisfaction Survey Results*	2017 index score = 52 * *Re-survey proposed for end of 2019*
3	Population growth	Economic Development & Tourism	Estimated population increase of 622 residents *(Source: forecast.id)*
4	Backlog ratio on community assets	Community Spaces, Recreation and Trades Property & Commercial	The backlog ratio is reported in the MCC Fit for the Future results 2017/2018 Refer to Value: *Strong leadership and shared vision* - Performance Measure #10 (page 108)
5	Renewal ratio on community assets	Community Spaces, Recreation and Trades Property & Commercial	The renewal ratio is reported in the MCC Fit for the Future results 2017/2018 Refer to Value: *Strong leadership and shared vision* - Performance Measure #10 (page 108)
6	Asset maintenance ratio on community assets	Community Spaces, Recreation and Trades Property & Commercial	The asset maintenance ratio is reported in the MCC Fit for the Future results 2017/2018 Refer to Value: *Strong leadership and shared vision* - Performance Measure #10 (page 108)
7	Proportion of different housing types approved	Strategic Planning Development Assessment	Proportion of approved residential housing applications: • Alterations and additions: 48.01% • Single new dwelling: 40.16% • Other: 5.42% • New second occupancy: 3.65% • New multi-unit: 2.54% • Seniors living: 0.22%

* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

WE VALUE...

a connected community

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Strategy 3.1: Encourage and expand volunteering opportunities					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
3.1.1	Integrate and align Council's framework for attracting, engaging and retaining volunteers	Undertake an audit of Council's current frameworks for managing volunteers	Human Resources	↗	An audit of existing resources has been completed. Preliminary information has been prepared for a Volunteer Handbook
		Celebrate our volunteers through an annual awards program	Community Services	✓	Thank you morning teas held in 3 locations during volunteers week
3.1.2	Provide opportunities for volunteering in the delivery of Council's services and recognise the contribution made by volunteers	Provide and promote opportunities for volunteering in community services programs and activities	Community Services	↗	Ongoing
		Facilitate volunteer recognition events	Community Services	✓	Thank you morning teas held in 3 locations during volunteers week
		Encourage volunteer involvement at Visitor Information Centres, the Manning Entertainment Centre and Manning Regional Art Gallery	Economic Development & Tourism	✓	Completed The Gallery has over 70 active volunteers and delivered 4 training sessions 28 volunteers run visitor centres at Forster, Gloucester and Taree, with 32 volunteers involved in visitor centres in other locations across LGA MEC: 40 volunteers, 2 Training sessions
		Encourage volunteer involvement at our libraries	Libraries	↗	211 volunteers provide assistance and support across the Library service
		Hold at least one library volunteer recognition event annually	Libraries	↗	9 events held across the network, including a luncheon at Forster Library during Volunteers Week, which attracted 50 volunteers.

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Strategy 3.1: Encourage and expand volunteering opportunities

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
3.1.3	Continue to support volunteer mowing and land care programs	Work with the community to have over 950 engaged participants by the end of 18/19 FY	Community Spaces, Recreation and Trades	↗	1163 parks volunteers
3.1.4	Expand and support volunteer programs in areas where there is no current activity	Support volunteer programs at North One Mile Beach, Forster	Community Spaces, Recreation and Trades	↗	Existing Forster group expanded service area
		Support volunteer programs at Forster	Community Spaces, Recreation and Trades	✓	Complete Achieved an increase in volunteering numbers
		Support volunteer programs at Mountain Park, Bulahdelah	Community Spaces, Recreation and Trades	↗	In progress Participation will increase when skate park is operational
		Support volunteer programs at Limeburners Creek	Community Spaces, Recreation and Trades	✓	Complete New group of 8 people inducted
		Support volunteer programs at Smiths Lake	Community Spaces, Recreation and Trades	✓	Complete Recently inducted 7 new regeneration volunteers

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
3.2.1	Enable Aboriginal partnership programs where possible in the management of the natural environment	Contract bush regeneration contractors who employ Aboriginal staff, to undertake environmental programs	Community Spaces, Recreation and Trades	✗	No information available on contractors that employ Aboriginal staff

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
3.2.2	Develop library facilities to meet the changing and ongoing needs of the community	Refurbish Gloucester Library	Libraries	✓	Completed
		Install a meeting room at Wingham Library for community use	Libraries	✓	Completed
		Install a meeting room at Tea Gardens Library for community use	Libraries	↗	Project plan in place. Completion scheduled for July 2019
		Finalise design plans for the new Forster Library	Libraries	↗	Draft plans are in place Final plans now expected by first quarter 2020
3.2.3	Enhance access to the library collections	Integrate the Great Lakes and Manning Valley library management systems into one system	Libraries	✓	Completed Continuing to fine tune practices and operational process Total visitation was 231,201 with 630,370 items loaned
		Establish a single purchasing structure for library stock and maintain currency of content	Libraries	↗	Systems now in place
3.2.4	Conduct events and programs through the library that provide opportunities for social inclusion and demonstrate the library's role as a cultural centre for the community	Partner with community groups to deliver social and cultural programs, events and celebrations	Libraries	↗	MidCoast Libraries have entered into 22 partnerships with community organisations and businesses
		Deliver at least one pop-up library event annually	Libraries	↗	10 pop-up events held

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Strategy 3.2: Encourage public spaces, facilities and events that strengthen social connections					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
3.2.5	Provide support for local content in the library collections	Expand the online digitised local history collection	Libraries	↗	There are now 1,700 items digitised through the ClickHistory database, and this will now be the benchmark for comparison in 2020/21 The Library has also used library resources to support the MidCoast Stories project
		Purchase local author publications and support local author book launches	Libraries	↗	18 author talks have been supported across MidCoast Libraries with a total of 340 attendees Copies of works of these authors were consistently purchased
		Support local history programs and collections	Libraries	↗	MidCoast council Libraries have entered into an arrangement to support the Tea Gardens Family History Group Taree Library staff are working with the Manning Wallamba Historical Society to create additional shelving space Forster Library continues to support the Family History Advisory Group A series of workshops was held by the Manning Wallamba Historical Society during History Week
3.2.6	Provide library services targeted at enhancing community access	Deliver an outreach and delivery program to seniors and those with restricted mobility	Libraries	↗	285 clients supported and 13 aged institutions visited
		Assist residents to improve literacy levels and their quality of life through the "Better Reading Better Community" initiative	Libraries	↗	24 new requests were received in 2018/19 In any given month there are up to 16 active tutors

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Strategy 4.1: Plan for, provide and maintain a safe road network the meets current and future needs					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
4.1.1	Deliver maintenance programs within allocated budgets	Deliver annual resealing program	Operations	✅	Completed
		Deliver annual rural road maintenance program	Operations	✅	Completed
		Deliver annual urban road maintenance program	Operations	✅	Completed
		Deliver annual regional road maintenance program	Operations	✅	Completed
4.1.2	Efficiently manage maintenance of the road network	Develop a Maintenance Management System (MMS) that outlines Council's maintenance and planning activities	Operations	🕐	To be developed in conjunction with the Enterprise Wide System (MC1) maintenance management system module
		Introduce current software technologies to assist with the MMS	Operations	✅	Reflect™ software implemented

To be revised / upgraded in conjunction with phase 2 of MC1 |
| | | Develop a Level of Service for major maintenance activities | Operations | 📈 | In progress |

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Strategy 4.1: Plan for, provide and maintain a safe road network the meets current and future needs					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
4.1.3	Implement a single Enterprise Resource Planning solution for MidCoast Council to enable Strategic Asset Management	Implement Technology One- One Council SaaS Solution – Core Financials	Information & Communications Systems	↗	Single Financial system across council
		Implement Technology One- One Council SaaS Solution – Assets	Information & Communications Systems	↗	Single Asset system across council
		Implement Technology One- One Council SaaS Solution – Property & Rating	Information & Communications Systems	↗	Single Property & Rating system across council
4.1.4	Develop and refine asset management strategies, plan and policies	Ensure yearly capital works program is developed in accordance with adopted asset management principles	Transport Assets	✓	Achieved The Capital Work Program includes the funding of the following programs which is in accordance with asset management principles: • Road resurfacing program • Road rehabilitation program • Bridge renewal program • Stormwater construction program • Footpath/cycleway renewal program • Kerb and gutter renewal program
		Collect and refine asset data to ensure asset management system is complete and current	Transport Assets	✓	Achieved – asset data in MC1 for most asset classes Asset condition data has been continually updated including new roughness counts for the sealed network Asset data collection procedure is in the process of being automated
		Enhance coordination of major maintenance programs between various depots	Operations	✓	Completed

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Strategy 4.1: Plan for, provide and maintain a safe road network the meets current and future needs					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
4.1.5	Plan for future traffic needs as part of the capital works program	Model future traffic generation to ensure the road network provides a satisfactory future level of service	Transport Assets	✓	Modelling is completed as required on key identified areas
		Consider future expansion during the design projects to ensure the road network / bridge network can be expanded to meet future needs at minimum cost	Transport Assets	✓	Modelling of traffic is included in the design process for road and bridge projects
		Monitor traffic accident data to identify trends and implement safety improvements accordingly	Transport Assets	✓	Annual assessment and interrogation of traffic accident data is completed. Blackspot funding applications have been submitted for locations of concern
		Introduce a design review process with a checklist to include Safety in Design	Projects & Engineering	✓	Safety in Design review is now included in the Design Checksheet
		Ensure that all design decisions that influence safety have considered the risk and have documented the process	Projects & Engineering	✓	Risk in designs is considered and assessment and assumptions recorded in Project Design Notes. Formal SID training for all Design Staff is planned for in the 2019/20 Corporate Training Plan
4.1.6	Implement Section 94 projects	Construct projects identified in the Section 94 plans as funds become available	Transport Assets	✓	S94 financial information is assessed twice a year to determine if any projects can be completed

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Strategy 4.2: Encourage the use of alternative transport options through the provision of a safe, accessible and connected walking and cycling network					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
4.2.1	Develop and implement both a Pedestrian Access and Mobility Plan and a Bike Plan	Develop a Pedestrian Access and Mobility Plan	Transport Assets	⏰	Development of the Plan is in progress. Community engagement and finalisation of the plan is expected within the next four months
		Review the existing bike plans to develop a single MidCoast Council Bike Plan	Transport Assets	⏰	The Pedestrian Access and Mobility Plan will be combined with the Bike Plan. Development of the Plan is in progress. Community engagement and finalisation of the plan is expected within the next four months
		Pursue funding opportunities based on the priority programs identified in the plans	Transport Assets	⏰	Awaiting finalised plan. Plan priority list will inform the Works Program and funding applications
		Ensure all developments consider the adopted Bike Plans and PAMP and are conditioned accordingly [post adoption of the Bike Plan and PAMP]	Projects & Engineering	📈	Bike Plan and PAMP not currently complete
		Consider communities walking and cycling needs and ensure developments are conditioned accordingly [prior to adoption of Bike Plan and PAMP]	Projects & Engineering	✅	Pedestrian and Cycling facilities are a key consideration of Engineering's DA assessment and have been conditioned in all instance where nexus permits
4.2.2	Efficiently manage maintenance of our walking and cycling network	Develop a Maintenance Management System (MMS) that outlines Council's maintenance and planning activities	Operations	⏰	To be developed in conjunction with the Enterprise Wide System (MC1) maintenance management system module
		Introduce current software technologies to assist with the MMS	Operations	✅	Reflect™ software implemented. To be revised/upgraded in conjunction with phase 2 of MC1
		Develop a Level of Service for major maintenance activities	Operations	📈	In progress

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
4.3.1	Pursue opportunities through the State Government for the provision of improved public transport	Brief State Government on our public transport needs and future opportunities	Transport Assets	✓	Monthly meeting with Roads and Maritime Services are held. Attendance at workshops regarding transport corridor strategies and freight strategies impacting Regional Roads to advocate Councils position.

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Strategy 5.1: Use technology and innovation to improve the way we live, work, learn and connect					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
5.1.1	Implement system upgrades to improve connectivity and improved ways of working	Implement Unified Communications based on Skype for Business	Information & Communications Systems	✓	Unified communications
		Migrate internal users to Office 365 to enable enhanced collaboration with internal and external customers	Information & Communications Systems	✓	All users migrated to Office 365
		Utilise web based productivity applications for use on any device, any time	Information & Communications Systems	✓	Access on any device at anytime
5.1.2	Implement electronic parking infringement technology	Investigate options for and service providers or electronic parking infringement technology	Waste, Health, Regulatory	◔	Investigations undertaken to inform how we should proceed and a report to council will be prepared during 2019/20
5.1.3	Expand consumer experiences at Manning Regional Art Gallery through new technologies	Investigate use of emerging and evolving technologies presented by the NBN to deliver new experiences at the Manning Regional Art Gallery	Economic Development & Tourism	↗	Several exhibitions held demonstrated how artists are exploring the delivery of works via digital means
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	Libraries	↗	Currently working on a solution for the provision of Internet access at Old Bar 31, 672 hours of Internet usage booked 29,563 hours of wifi used
		Provide community access to current and emerging technologies at staffed library service points	Libraries	↗	Forster Library continues to hold fortnightly mobile device support session. New assistance programs will be trialled in Taree and Hallidays Point in 2019/20. Harrington Library now offers technology a support through a volunteer

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
5.1.5	Develop online collections and services at local libraries	Increase eAudio and eBook collections	Libraries	↗	Bolinda Borrowbox now holds 1,324 eAudio and 4,091 eBook titles 363 eAudio and 765 eBooks were added in 2018/19
		Develop library's website and social media presence	Libraries	↗	A new movie streaming service will be established in July 2019 Website content is regularly maintained New branding requirements are currently being implemented The Library now has 1,622 social media followers

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
5.2.1	Support Telco Authority – Government Radio Network (GRN)	Actively support the Telco Authority in the establishment of the GRN	Information & Communications Systems	↗	Telco can continue to expand the GRN to supply reliable consolidated emergency services communications without restricting council future expansion requirements
		Unify Councils Radio Networks on the GRN to enable LGA wide communication	Information & Communications Systems	✕	Not applicable
		Complete Proof of Concept on GRN for Telemetry	Information & Communications Systems	✕	Not applicable
5.2.2	Support communications providers to maximise communication opportunities on Council assets	Negotiate leases and licences on Council land for telco equipment	Property & Commercial	↗	Where possible leases are in place

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Strategy 6.1: Work together to promote and enhance community safety					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Community Services		Council officers attended/participated in 75% of the Local Health Committees across LGA (Forster, Taree & Gloucester)
		Participate in Community Safety Precinct Committee meetings across the local government area	Community Services		Council officers have attended 100% of the CSPC meetings and assisted in promoting meetings to the community through networks
6.1.2	Develop and implement an integrated compliance strategy, policy and related procedures	Develop a compliance strategy and policy in conjunction with stakeholders	Waste, Health, Regulatory		The compliance strategy has been deferred to the 19-20 reporting period, due to a restructure of WH & RS including the compliance team; work will commence in August 2019
		Develop and implement procedures to support the compliance strategy and policy	Waste, Health, Regulatory		These will be developed when the strategy is completed
6.1.3	Collaborate with Emergency Response Organisations to reduce the impact of emergency events	Continue with the development of the Tuncurry SES Depot	Engineering & Infrastructure		Development complete and fully functional – SES now operating from site
		Continue with the ongoing development of Rural Fire Service buildings and plants	Engineering & Infrastructure		Brigade Amenities improvement program progressing as planned and within budget New brigade facility completed at Burrell Creek
		Liaise with the Rural Fire Service and State Emergency Service management to ensure that these organisations are equipped to respond to emergencies when needed	Engineering & Infrastructure		Achieved Local emergency management committee meetings held as scheduled; Annual emergency exercise successfully completed; Fire danger electronic advisory signs installed at key locations as planned under the Safer Neighborhoods program

VALUE: A connected community

Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
6.1.4	Promote the improvement of food handling standards at food premises	Inspect and rate local food premises according to a risk profile	Waste, Health, Regulatory	↗	Premises are inspected and comply or exceed the minimum inspection frequency as specified in the Food Authority Food Regulation Partnership roles & responsibilities guideline
		Review food premises inspection programs to ensure health risks are appropriately addressed	Waste, Health, Regulatory	↗	A short term review of the food premises inspection program has been completed to manage health risks and ensure consistency across the MidCoast local government area A longer term review is required to refine the program and address home businesses and temporary events
		Continual development & promotion of communication strategies to assist in the improvement of food handling standards	Waste, Health, Regulatory	↗	One on one education is provided during routine inspections together with food seminars, newsletters and focus programs
6.1.5	Undertake dog owner regulation compliance	Promote and educate dog owners of their responsibilities under the Companion Animals Act 1998 along with consequences of non-compliance	Waste, Health, Regulatory	↗	Education of dog owners has been an informal process and is ongoing
		Investigate all reported dog attacks on both humans and animals	Waste, Health, Regulatory	✓	100% of dog attacks have been investigated. Results range from no action, fines, declaration for menacing / dangerous dogs to the animal being put down
		Actively patrol public areas identified as high risk	Waste, Health, Regulatory	↗	Patrol of public areas during events and large gatherings as well as routine patrols of the whole LGA as requested / required

VALUE: A connected community

Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
6.1.6	Maintain safe work sites to minimise risk to the community	Introduce a process to ensure contractors insurances, Safe Work Method Statements and site inductions are current and relevant at commencement of work	Projects & Engineering	✓	Tender process has been amended to require submission of contractors SWMS and insurance details MCC WHS rep's attend contract start-up meeting
		Ensure that all Council work sites comply with relevant safety standards	Projects & Engineering / Operations	✓	All work sites are monitored by Surveillance Officers to ensure compliance with standards
6.1.7	Provide safe public areas	Vandalism and graffiti is recorded and removed	Community Spaces, Recreation and Trades	✓	Complete – 693 events recorded
		Strategies to reduce recurrence of vandalism and graffiti implemented where possible	Community Spaces, Recreation and Trades	✓	Complete – Strategies include surveillance, removal of lighting in public areas where required and consideration in placement of infrastructure
6.1.8	Ensure our roads are safe	Undertake annual inspections of road assets to ensure they meet appropriate condition standards	Engineering and Infrastructure	✓	Annual inspections completed, defects recorded and being monitored Maintenance programs developed to manage risks
6.1.9	Provide safe public swimming pools	Complete water testing in accordance with recognised standards and regulations	Community Spaces, Recreation and Trades	✓	Complete - 0 closures due to water quality
6.1.10	Ensure building certification services are customer focused	Maintain continuing professional development of building certifiers	Building Services	✓	Completed on time and within budget
		Align building certification processes for MC1 migration	Building Services	↗	Ongoing, electronic endorsement/certification of plans now in use in both the Taree and Forster offices
		Ensure processes and forms are customer friendly whilst meeting legislative requirements	Building Services	↗	Certification forms and related processes aligned and forms available on Council's website

Strategy 6.1: Work together to promote and enhance community safety

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
6.1.11	Raise community awareness of swimming pool safety	Actively promote swimming pool safety	Building Services	↗	Partnership established with Royal Life Saving for promotional material
		Develop a database of swimming pools at commercial/tourist sites for MC1 migration	Building Services	↗	Data base established and ready for MC1 migration
6.1.12	Develop an integrated essential fire safety measures database	Align processes for the management of annual fire safety statements for MC1 migration	Building Services	↗	Process aligned within the boundaries of current software in each office, a preferred process is drafted for MC1 implementation
		Raise awareness in the community of the importance of maintaining fire safety measures	Building Services	↗	Awareness being raised through correspondence to property owners on essential services register
6.1.13	Establish a building fire safety upgrade program	Align existing databases of buildings undergoing fire safety upgrades	Building Services	↗	Databases established in each office ready for migration to MC1
		Develop a framework and process for monitoring existing building upgrade projects	Building Services	↗	System in place in each office – uniform process to be implemented following introduction of MC1
		Develop a framework and process for conducting new fire upgrade projects	Building Services	↗	Inspection framework developed

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
6.2.1	Implement secure and resilient Water and Sewer communication network with 99.999% uptime	Complete LGA wide design with secure gateways and redundant network paths	Information & Communications Systems	↗	Accept network design to meet performance measure uptime
		Implement key upgrades on first 5 sites	Information & Communications Systems	↗	Improved reliability of Communication Network along with increased capacity to support council wide communications
		Complete remaining sites in accordance with risk and budget	Information & Communications Systems	↗	Improved reliability of Communication Network along with increase capacity to support council wide communications
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	Property & Commercial / Water Services	✓	Completed as required
6.2.3	Develop and maintain stormwater management systems in accordance with asset management plans	Maintain the existing stormwater drainage system to an acceptable level of service	Transport Assets	↗	Stormwater management plans are being finalised for Bulahdelah and Coomba Park Stormwater systems being reviewed in Gloucester and Taree
		Undertake capital improvements to the stormwater drainage system in accordance with prioritised work programs	Transport Assets	✓	Allocation provided in Capital Works Program for stormwater infrastructure in accordance with Stormwater Management Plan and to address known issues

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	Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm systems to meet community needs and health and safety standards				
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
6.2.4	Deliver ongoing service quality and continuity with increasing efficiency and better performance for Water Services.	Continue implementation of the Drinking Water Quality Management Plan, including regular reporting to NSW Health, third party auditing and interim review of the adopted plan	Water Services	✓	Implemented the Drinking Water Quality Management Plan, reported to all regulators as required Extra auditing funded by Health has also been carried out
		Continue implementation of the Recycled Water Quality Management Plans including regular monitoring, reporting and review.	Water Services	✓	Implemented the Recycled Water Quality Management Plans Regular monitoring as required and reported to DPI
		Monitor the water quality of the potable, non-potable, trade waste and treated effluent systems to demonstrate compliance with health, community and environmental based targets/standards	Water Services	✓	Monitored the water quality of the potable, non-potable, trade waste and treated effluent as regulatory requirement
		Deliver capital projects to improve the environment and health performance of Water Services systems, including: • Pacific Palms Sewer Stage 1 - Wet Weather Storage • Chemical dosing systems upgrades and process control interlocks	Water Services	↗ ✓	The design and tendering phases of the Pacific Palms project have been completed with the construction contract awarded in July 2019; project expected to be completed in February 2020 Chemical Dosing Systems upgrades have been completed at Tea Gardens and Gloucester Water Treatment plants The Chlorine Gas, Fluoride and Soda Ash dosing systems as well as compliance requirements are still in progress at Stroud WTP The upgrades to the Bulahdelah WTP are almost complete and are expected to be completed in December 2019

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Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm systems to meet community needs and health and safety standards					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
6.2.5	Implement the long term service delivery strategies and plans (incl. the Integrated Water Cycle Management Plan, Drinking Water Quality Management Plan, and the Asset Class Management Strategy) for Water Services	Complete the concept design phase for upgrading of the Gloucester Sewer & Water Supply systems	Water Services	↗	The concept design phase for the Gloucester STP replacement and upgrade of the Gloucester Water Supply System, including a new reservoir, is continuing
		Revise the feasibility of priority projects in the Small Villages Sewering Program	Water Services	↗	Review of the feasibility, priority and risks of unserviced villages across the MidCoast Council area is underway
		Deliver the annual infrastructure asset renewal programs in accordance with the adopted Asset Class Management Strategies: Reticulation Networks Assets • 375mm & 250mm trunk water mains in Harrington • Sewer main relining program • Sewer pump renewals	Water Services	↗	Renewal programs established for Council's water and sewer asset classes are well progressed These include water & sewer mains, water & sewer pump stations and critical electrical assets. These programs are developed through planned maintenance inspections and condition assessments and recorded by asset class in the Failures & Issues Register Reticulation Networks Assets: Construction of stage 1 including the replacement of 375mm water main between Harrington and Coopernook is continuing and is approximately 80% complete. Works to continue throughout 2019-2020 including stage 2 of 375mm renewal.

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Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm systems to meet community needs and health and safety standards					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Revise the feasibility of priority projects in the Small Villages Sewering Program	Water Services	↗	Progress of relining of sewer mains program has been limited due to the results of the CCTV inspections identifying only small patch repairs in-lieu of relining large sections of mains. The sewer relining tender for the next 3 years was issued and is currently being assessed. Progress of relining of sewer mains program has been limited due to the results of the CCTV inspections identifying only small patch repairs in-lieu of relining large sections of mains. The sewer relining tender for the next 3 years was issued and is currently being assessed. Other smaller works programs for sewer mains replacements were carried out during the reporting period.
		Revise the feasibility of priority projects in the Small Villages Sewering Program	Water Services	✓	Sewer pumps were renewed at approx. 20 pump stations in 2018-2019, these works included design, installation and commissioning. A further 14 pumps are currently awaiting delivery and will form part of the 2019-2020 renewals program.
		Deliver the annual infrastructure asset renewal programs in accordance with the adopted Asset Class Management Strategies: Treatment Process/Headworks Assets • Tuncurry STP - 4 Blowers • Bootowa Water Treatment Plant -Membrane Replacement	Water Services	✓	Treatment Process/Headworks Assets • The design, installation and commissioning of the blowers, enclosures and associated electrical works has been completed. • Monitored the membrane performance and developed replacement schedule. Installed 100 membrane module over last 6 months.

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Strategy 6.2: Continue to develop a sustainable network of water, sewer and storm systems to meet community needs and health and safety standards					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Deliver the annual infrastructure asset renewal programs in accordance with the adopted Asset Class Management Strategies: Computerised Automation, Control and Instrument Assets • Bootowa River Extraction High Voltage Electrical Switchroom • Lantana Crossing - Water Pumping Station - High Voltage Transformer • Forster - Sewer Pumping Station #18 - Backup Generator	Water Services	↗	Projects were delayed due to the impacts of other contract commitments The projects will be carried over to 2019/2020
		Deliver the annual infrastructure asset renewal programs in accordance with the adopted Asset Class Management Strategies: Telemetry & Communication Assets • Replace the Telecommunications Tower at Tallwoods Reservoir to permit upgrading of the communications systems and corporate data network	Water Services	↗	Telemetry & Communication Assets: Tenders were awarded The works are in progress and are expected to be completed by December 2019
		Complete the Nabiac Inland Dune Aquifer water source system	Water Services	✓	The Nabiac Aquifer Water Supply Scheme was commissioned in December 2019 and is operational

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
6.3.1	Educate community, businesses and organisation on public health standards	Council to provide community public health seminars on food safety	Waste, Health and Regulatory Services	⬈	Food safety seminars are held bi-annually with additional provided upon demand
		Community public health education to be provided through the provision of routine inspections and by responding to community complaints	Waste, Health and Regulatory Services	⬈	Inspections continue to be undertaken to ensure public health outcomes are achieved on schedule and within budget
		Council continues to conduct routine inspections of retail food businesses, hair dressers, skin penetration premises, and cooling towers to ensure public health outcomes are achieved	Waste, Health and Regulatory Services	⬈	Routine inspections continue to be undertaken to ensure public health outcomes are achieved on schedule and within budget

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
6.4.1	Develop a strategic plan for the provision of appropriate recreational facilities	Engage consultants to review the distribution of current recreational facilities and undertake a needs analysis for new and updated facilities	Community Spaces, Recreation & Trades	☺	Delayed
		Engage consultants to develop a strategic plan for the provision of appropriate recreational facilities across the MidCoast LGA	Community Spaces, Recreation & Trades	☺	Delayed

PERFORMANCE MEASURES

Performance Measures	Responsibility	Results
1 Community satisfaction with recreational facilities	*Community Satisfaction Survey Results* Community Spaces, Recreation and Trades	2017 index score = 63* *Re-survey proposed for end of 2019*
2 Community satisfaction with Council services	*Community Satisfaction Survey Results*	Question was not included in the 2017 survey *Re-survey proposed for end of 2019*
3 Community satisfaction with engagement by Council	*Community Satisfaction Survey Results*	2017 index score = 54* *Re-survey proposed for end of 2019*
4 Community satisfaction with transport assets	*Community Satisfaction Survey Results* Transport Assets	*Question was not included in the 2017 survey* *Re-survey proposed for end of 2019*
5 MidCoast Assist attendance rates	Community Services	794 active participants
6 Client & Participant satisfaction index	Community Services	MidCoast Assist (MCA) Disability services conducted a participant satisfaction survey in December 2018. Delivered for the first time as an 'online only' survey, response was less than 10%, therefore reducing the reliability of the results. Key feedback includes: • 65% overall satisfaction rate • 70% of respondents felt they were treated with respect • 60% more likely to recommend MCA than not recommend On-going feedback is received by MCA Ageing services: • 82% of MCA Active and Older client feedback in 2018/19 was positive
7 # of people at Council-run and Council sponsored events	Economic Development & Tourism Community Services Libraries	Total estimated attendance 45,965 people

PERFORMANCE MEASURES (cont'd)

Performance Measures		Responsibility	Results
8	Library attendance, borrowings, membership and satisfaction	*Community Satisfaction Survey Results* Libraries	Visits = 231,201 Loans = 630,370 Membership = 31,253 The reduction in membership from Dec 2018 is the result of integrating the library databases in April 2019. Customers with membership in both library services were reduced to one membership. Survey yet to be conducted for satisfaction. *Re-survey proposed for end of 2019*
9	# of Council volunteers	Libraries Community Services Economic Development & Tourism Community Spaces, Recreation and Trades Natural Systems	1,723 total volunteers
10	# of reported accidents per year attributed to road, footpath and cycleway condition	Governance	24 reported accidents
11	# of claims against MidCoast Council for vehicle damage or personal injury attributed to road, footpath or cycleway conditions	Governance	11 claims
12	# of claims against MidCoast Council for private damage from weather events attributed to road, footpath, cycleway or stormwater drainage conditions	Governance	1 claim
13	Total funding provided to emergency services in the financial year	Engineering and Infrastructure	$1,328,512 as at June 2019
14	Average sealed road condition index	Transport Assets	2.52 index score *(1 = Very good - 5 = Very poor)*

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Performance Measures		Responsibility	Results
15	Sealed road condition index score / Spend per kilometre on sealed roads annually	Transport Assets	$13,340/ km expenditure on Capital Works 2018/2019FY
16	All road reconstruction / new work meets current relevant guidelines	Engineering and Infrastructure Operations	100%
17	% of new developments connected by footpaths and cycleways	Projects and Engineering Transport Assets	100%
18	# of reported food poisonings	Waste, Health and Regulatory Services	2 reported
19	Food inspection ratings and # of inspections	Waste, Health and Regulatory Services	Inspection ratings: • 5 stars = 579 premises • 4 stars = 93 premises • 3 stars = 40 premises • >15 points = 13 premises • Inspections not requiring ratings = 60 Total Inspections = 785
20	# of dog attacks	Waste, Health and Regulatory Services	160 reported
21	Public pool water quality	Waste, Health and Regulatory Services	0 closures due to water quality
22	% of water samples meeting current Australian Drinking Water Guidelines	Water Services	2017-18 = 99.4% 2018-19 = 99.7%
23	% of time drinking water Critical Control Point Parameters are met	Water Services	2017-18 = 98.6% 2018-19 = 99%
24	% of success/fail swimming pool safety inspections and # of swimming pool inspections	Building Services	Pass = 12% Fail initial inspection = 88% Total inspections = 501

* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
7.1.1	Develop and implement natural area management plans for community land	Collect baseline biodiversity data, map vegetation and weed distribution and density for high priority community land	Natural Systems	↗	In progress with completion scheduled for June 2020
		Commence development of natural area management plans for community land	Natural Systems	↗	Commenced audit
		Undertake natural asset maintenance activities (bush regeneration/weed control/pest control) in natural areas	Natural Systems	↗	Annual program 95% completed. Some contractors did not complete full work and performance being reviewed
7.1.2	Develop and implement a Biodiversity Framework for the MidCoast LGA	Develop a Biodiversity Framework that aligns with broader Council vision, policy and objectives	Natural Systems	↗	A draft biodiversity framework is in development for completion in third quarter 2019/2020
		Develop local area biodiversity management plans for Tinonee and Brimbin and commence plan for Khappinghat to Darawank	Natural Systems	↗	Tinonee plan on schedule for the completion in third quarter 2019-2020, Brimbin last quarter 2019-202 and Khappinghat to Darawank commenced with 18 month time frame for completion.
		Continue implementation of the Tops to Lakes Strategy focussing on partnerships with private landholders	Natural Systems	↗	Karuah Borland Landcare Partnership project commenced focussing on connectivity. Otherwise ongoing delivery
7.1.3	Design and implement stormwater quality measures for capital projects as appropriate	Design and construct water quality measures, with a focus on capital projects with high pollutant potential	Transport Assets	✓	Water sensitive design principles are included in the design process and are being applied to key projects; example is the Manning Art Gallery public carpark project

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
7.2.1	Ensure climate change impacts are incorporated in Coastal Management Plan and Floodplain studies and plans	Maintain working relationship with State Government to ensure that current standards analysis and data is used in modelling	Transport Assets	✓	Council is included in the literature mailing list for Floodplain Management Australia and State Government. Regular attendance at webinars, seminars and workshops to keep abreast of latest information which informs models and plans.
		Work in partnership with the Floodplain Management peak body in Australia (FMA) to keep abreast of the latest predictions in relation to climate change and use this data to inform plans	Projects & Engineering	✓	Team Leader Coastal, Flooding and Drainage is on the literature distribution with Floodplain Management Australia. This team attended webinars / seminars and workshops and provided technical updates to Council and staff regarding latest predications, and ensured these were considered in studies, plans and works where required.
		Ensure 2100 Sea Level Rise predictions are considered in the Flood Risk Management Studies and Plans for the Manning River, Karuah River, Gloucester, Great Lakes remote area and Port Stephens	Projects & Engineering	✓	Sea Level Rise has been included in the brief for the Floodplain Risk Management Study and Plan for these projects and has been included in the modelling.
7.2.2	Develop and implement a strategic response to climate change risk along the MidCoast LGA coastline	Develop a Coastal Management Program for the Old Bar Manning Point compartment	Natural Systems	📈	Progressing as a priority with completion of draft scheduled for June 2020
		Implement actions in Coastal Zone Management Plans for Jimmys Beach, Great Lakes Coast and the Manning Coast	Natural Systems	📈	Jimmys Beach Sand Transfer system completed with commissioning nearing completion. Great Lakes CZMP subject to a judicial review hearing during 2018-2019.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
7.2.3	Develop appropriate responses to climate change in land use planning	Implement the relevant provisions of the 2018 NSW Coastal Management State Environmental Planning Policy	Strategic Planning	✓	Coastal Management State Environmental Planning Policy is addressed during DA assessment processes and is not discretionary
		Ensure that the consolidated MidCoast Local Environmental Plan and Development Control Plan include appropriate provisions for adaptation to climate change	Strategic Planning	↗	Commenced as part of the Rural Strategy

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
7.3.1	Invest in science that informs management of catchment, estuaries and wetlands	Collect ecological condition data for each estuary in the MidCoast LGA	Natural Systems	✓	Completed
		Prepare and communicate results of the annual waterway health report card	Natural Systems	✓	Completed with public launch November 2018
7.3.2	Develop a Manning River Coastal (catchment and estuary) Management Plan (CMP)	Undertake a gap analysis of existing knowledge	Natural Systems	✓	Completed
		Commence ecological health assessment for catchment and estuary	Natural Systems	↗	Commenced and on schedule
		Develop and commence a community engagement plan for the Manning CMP	Natural Systems	↗	Commenced and on schedule

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Strategy 7.3: Protect, maintain and restore water quality within our estuaries, wetlands and waterways					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
7.3.3	Undertake acid sulfate soil remediation and wetland management	Continue to implement the lower Manning Drainage Remediation Action Plan	Natural Systems	〽️	2018-2019 program completed
		Implement the Wallis Lake Wetland Strategy with a focus on wetland protection and restoration	Natural Systems	〽️	Site management undertaken at priority sites including Miles Island, Darawank Creek, Gareeba and Wallamba Island
7.3.4	Develop and maintain a strategic approach to stormwater quality management	Commence review of the Manning Stormwater Plan	Natural Systems	⏱️	Delayed pending appointment of Stormwater engineer
		Develop a stormwater and catchment plan for Racecourse Creek, Old Bar	Natural Systems	⏱️	Delayed until coastal engineer employed. Commenced and due for completion October 2019
7.3.5	Ensure that Council's land use planning controls include appropriate provisions to manage the quality of stormwater runoff from new development	Ensure appropriate water quality objectives and principles of water-sensitive design and incorporate into land use planning controls	Strategic Planning	〽️	On schedule to commence 2020
		Establish process for consolidated referral response for developments to cover water quality and water quantity management	Projects & Engineering	✅	Process has been clarified. Development Engineer is to re-refer water quality assessment to Natural Systems and incorporate their requirements into a collated response to the Planners.
7.3.6	Protect water catchments to sustain high quality and dependable water supplies across the region	Determine how the protection and management of water catchments will be incorporated into land use planning controls	Strategic Planning	〽️	On schedule to commence 2020
		Develop maintenance field guidelines for operations staff in best practice maintenance activities	Operations	〽️	Erosion and Sediment Control Handbook developed, printed and issued to Operations staff. Staff training has commenced utilising Council's Erosion and Sediment Control Handbook. Training of all Operations staff to be finalised by the end of August 2019.

Strategy 7.3: Protect, maintain and restore water quality within our estuaries, wetlands and waterways					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
7.3.7	Improve levels of water recycling/ reuse and the quality of effluent discharged into the environment	Maintain effluent discharge monitoring to meet or exceed license conditions	Water Services	✓	Monitored effluent discharge as regulatory required.
		Pursue opportunities to increase the level of reuse where there is a beneficial business case	Water Services	✓	During the reporting period recycled water use at the Hawks Nest RTP, which provides recycled water to the Golf Course, Myall and Providence Parks was expanded to provide water for environmental controls for dust suppression during roadworks. No additional opportunities have been identified during the reporting period

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	Strategy 7.4: Improve the capacity of industry and the community to achieve the best possible outcomes for the natural environment				
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
7.4.1	Engage with the community to develop understanding of estuary, water quality, weed biosecurity and biodiversity	Deliver Backyard Bushcare program with focus on Pacific Palms	Natural Systems	↗	On schedule for completion in 2019-2020. Properties inspected, community engaged and information session and demonstration/training days held
		Deliver capacity building and awareness through attending priority community events such as shows and markets, field days, workshops and media	Natural Systems	↗	Weed biosecurity team and catchment team attended various shows and markets during the course of the year including Stroud, Wingham, Taree and Pacific Palms. Community estuary management engagement session undertaken in partnership with commercial fisheries and DPI at Smiths Lake
		Develop and deliver community engagement programs with landholders and groups in priority areas in relation to water quality, acid sulfate soils, priority weeds, biodiversity and catchment management	Natural Systems	↗	Completed program for 2019-2020 including weed inspections, landholder engagement on acid soil management and catchment management. Forster Squirrel glider information sessions conducted
		Provide support, develop partnerships, incentive programs and facilitate uptake of programs such as biodiversity stewardship, land for wildlife, to advance biodiversity conservation and catchment health improvement activities on private land	Natural Systems	↗	Ongoing program implemented for 2018-2019. Catchment officer have continued to deliver land for wildlife program in partnership with landcare

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
7.5.1	Ongoing implementation of Natural Resource Management plans and strategies	Undertake implementation projects including riverbank management and foreshore management	Natural Systems	↗	2 km of Wallamba Riverbank restored and 1 km of lower Manning subject to erosion management, fencing and regeneration
		Provide input into and contribute to the delivery of the regional pest management strategy	Natural Systems	↗	Sambar deer control project with DPI at Cattai. Wild dog and fox control programs deliver on Council priority lands at Bulahdelah, Manning entrances and Darawank
7.5.2	Ongoing implementation of the NSW Weeds Action Program	Undertake high priority aquatic and terrestrial weed management, inspection, engagement and enforcement	Natural Systems	↗	Completed including control of new (Amazon Frogbit) priority weed outbreak at Bulahdelah

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Strategy 8.1: Sustainably manage our waste through reduction, reuse, recycling and repurposing					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
8.1.1	Reduce the amount of waste that goes to land-fill per capita	Undertake community education with a focus on reducing waste	Waste, Health, Regulatory		A new waste health & regulatory services education coordinator was appointed in November 2018. A waste education plan is being developed and scheduled for completion in December 2019.
		Promote the Community Recycling Centres / Tip Shops ('re-use centres')	Waste, Health, Regulatory		Tip shops were promoted regularly through the usual media channels. A tip shop upgrade was carried out at the Taree Waste Management Centre and Gloucester Waste Management Centre.
		Provide low cost options for the community to reduce waste going to landfill i.e. compost bins, worm farms, etc	Waste, Health, Regulatory		8 community composting workshops were carried out across the MidCoast. Ongoing subsidised compost bins program was successful with over 400 bins being purchased in 2018/19.
8.1.2	Maintain the level of beneficial reuse of biosolids from wastewater treatment	Monitor the suitability/feasibility of biosolids for disposal by land application	Water Services		Tendered biosolids contract. Continued monitoring all the biosolids for disposal by land application. Developing the strategic planning for biosolids.
		Identify through an EOI process properties suitable to be investigated as possible application sites as required	Water Services		Continuously investigating and identifying more suitable properties through an EOI process.
8.1.3	Enhance re-use of roads material	Develop maintenance procedures to ensure continual use of recycled pavement materials (incl. in-situ stabilisation) to reduce waste to landfill	Operations		Previous practices reviewed and shared across Operations. Reuse / repurpose of material occurring where suitable / practical.
		Develop a stockpile management guideline for the storage and future re-use of road generated materials	Operations		Completed

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Strategy 8.2: Proactively manage our resource consumption					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
8.2.1	Develop and implement a Sustainability Action Plan for Council assets and operations that focusses on minimising consumption	Evaluate Council's Planet Footprint data and identify opportunities to reduce our energy and water consumption	Natural Systems		While Council continues to participate in the Planet Footprint program to monitor its resource consumption, the commitment of staff resources to an inter-departmental sustainability team is required to collectively identify opportunities to minimise its resource consumption.
		Identify baseline carbon emissions, identify carbon emission reduction targets and develop a plan to reduce emissions	Natural Systems		While a baseline profile has been prepared for the community's carbon emissions, a baseline profile of Council's emissions is outstanding and dependent on the receipt of government funding and assistance. Once this has been undertaken, a Council support will be sought to adopt emission reduction targets and develop a plan to reduce its emissions.
		Use renewable energy resources in Council where practical to do so	Management Team Executive		Refer 8.2.2 Presentation was also provided to Council on energy consumption patterns across council assets

Strategy 8.2: Proactively manage our resource consumption

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
8.2.2	Optimise the efficiency of our water and wastewater infrastructure	Complete optimisation of the Nabiac sewer network to allow an increase volume of daily discharge without augmentation including monitoring and reporting on effectiveness as a pilot study	Water Services	✓	The optimisation of the Nabiac sewer network was completed in conjunction with the construction of the Nabiac Aquifer Water Supply Scheme
		Investigate the feasibility of using storage and control to attenuate peak flows in the wastewater systems & reduce peak energy consumption	Water Services	✓	Peer to peer communications have been implemented in parts of the Nabiac Sewer System. Planning is underway for similar works to be implemented in Tea Gardens and Cundletown
		Monitor, report on and action opportunities to increase energy efficiency across the water & sewer network, including implementing alternate energy sources wherever feasible	Water Services	✓	Monitored electricity consumption over last 6 months for all sites. Renew the large sites contract and found the new retailer who offer the best value for our council. Worked on continuous improvement of our energy efficiency.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
9.1.1	Design new Council developments to complement the surrounding environment	Design the Civic Precinct and Main Beach projects in Forster to be sympathetic with the surrounds	Property & Commercial	✓	Design phase completed in line with guidelines
9.1.2	Reduce pollutant, sediment and nutrient loads from new development	Develop and deliver an engagement/training program for builders on Water Sensitive Urban Design (WSUD) policy and construction	Natural Systems	↗	Fact sheets and guidelines developed. One on one consultations undertaken as required
		Develop erosion and sediment policy for MCC	Natural Systems	↻	Delayed due to resources being allocated to development of Manning Estuary/Catchment CMP and certification of CZMP's
		Implement the WSUD policy for all new development as required	Natural Systems	↗	Completed for all applications as required
9.1.3	Implement a dredging program to maintain safe and sustainable recreation use of waterways	Develop and implement a navigation dredging strategy including monitoring and/or maintenance works for priority sites in the Manning, Myall and Wallis estuaries	Natural Systems	↗	Harrington Backchannel and Manning River South Arm/Scotts Creek projects pending Crown Lands licence. Tuncurry scheduled for third quarter 2019-2020
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	Prepare a Rural Opportunities and Land Use Strategy (ROLUS) for the MidCoast LGA rural landscape that identifies significant natural assets and heritage sites and ensure that appropriate Local Environmental Plan/DCP controls are applied to those areas	Strategic Planning	↗	Rural Strategy on schedule for completion December 2020.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Assess all relevant natural and heritage values in planning proposals for new release areas (i.e. Kolodong, The Northern Gateway, Myall River Downs, Gloucester River Run and Blueys Estate)	Strategic Planning		Planning proposal processes consistently assess natural assets and heritage sites
		Ensure that zones and other development controls are applied to protect and manage natural assets and heritage values in re-zonings for new release areas	Strategic Planning		Housing Strategy and zone reviews on schedule for completion June 2020 Rural Strategy on schedule for completion December 2020

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
9.2.1	Undertake strategic management of Council's land portfolio	Develop strategy for the development of Chapmans Road, Tuncurry	Property & Commercial		Investigations continuing to inform a future strategy
		Investigate options for the use or disposal of excess Council land	Property & Commercial		Investigations continuing to inform a future strategy
		Actively promote and market Council owned lots within land developments to facilitate land sales	Property & Commercial		This action mainly relates to Taree Aviation Park and lots are currently being actively marketed
		Implement a corporate asset management system	Property & Commercial		Corporate asset data will be migrated to new corporate system over the next year
		Consolidate property management data into a central property database	Property & Commercial		Currently information from all councils has been consolidated into a single database
		Consolidate Council's land registers and ensure all land is classified as community or operational land	Property & Commercial		This work is underway and progressing in a timely manner as resources allow.
		Review, revise and prepare plans of management for all community land	Property & Commercial		Funding received from state government to assist with this project

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Strategy 9.2: Optimise land use to meet our environmental, social, economic and developmental needs					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
9.2.2	Manage and maintain Council's building assets on a sustainable basis	Consolidate and review the building asset management plan	Property & Commercial	⬀	Building asset data will be migrated over the next year
		Undertake building condition assessments and incorporate results into integrated building asset management plan that informs a prioritised works program	Property & Commercial	⬀	Ultimately all work programs will be informed from the asset data in a consolidated system This is scheduled as part of the Enterprise Wide System (MC1). Meanwhile work is being fulfilled on data transfer
		Develop annual works program for maintenance, upgrade and improvement of public buildings that reflect the needs of the users and asset management plan	Property & Commercial	⬀	Works program developed and implemented
		Undertake maintenance and renewal of public buildings in accordance with works program	Property & Commercial	⬀	Work undertaken according to works program
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	Prepare a Housing Strategy for MCC	Strategic Planning	⬀	On schedule for completion June 2020
		Prepare a Rural Opportunities and Land Use Strategy for MCC	Strategic Planning	⬀	On schedule for completion December 2020
		Continue with the preparation of the MidCoast Local Environmental Plan and Development Control Plan	Strategic Planning	⬀	Project Plan commenced and work on LEP & DCP scheduled to commence 2020
		Undertake site specific re-zonings to facilitate economic development opportunities and to meet the growth needs of the population	Strategic Planning	⬀	All developer-funded planning proposals assessed for economic benefit to determine merit prior to accepting application
		Continue to prepare development control plan provisions to ensure the form, location and design of development meets the expectations of the community	Strategic Planning	⬀	On schedule to commence 2020

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
9.2.4	Monitor the supply of and demand for residential land to enable Council to program new land releases	Complete an Urban Land Monitor for the Taree land market as a pilot for extension across the whole of the MidCoast area	Strategic Planning	✔	Urban Land Monitor for Taree completed and expanded to wider MidCoast
		Complete and regularly maintain the Urban Land Monitor for all other residential land markets across the MidCoast area	Strategic Planning	✔	Draft Urban Land Monitor completed. Five-year review scheduled 2024.
9.2.5	Undertake activities that ensure processing of development applications is efficient and effective	Implement a revised DA Lodgement Package for ease of use for customers	Development Assessment	✔	Achieved
		Implement a revised internal referral process for more efficient development assessment	Development Assessment	✔	Achieved

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
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	Ensure that the consolidated MidCoast Local Environment Plan and Development Control Plan include appropriate provisions to deliver a high standard of built form and urban design, as well as sustainable development outcomes across the local government area	Strategic Planning	↗	On schedule to commence 2020
		Ensure that when new release areas are rezoned that appropriate LEP and DCP controls are in place to deliver sustainable development outcomes and a high standard of urban design and built form for each area	Strategic Planning	↗	Planning proposal processes consistently assess sustainability, urban design and built form

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Strategy 9.4: Encourage well designed streetscapes in urban centres

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
9.4.1	Develop streetscape plans for all urban centres	Engage consultants to review current streetscape designs and planting distribution	Strategic Planning		Employment Zone Review includes consideration of MC LEP provisions to provide improved streetscapes
			Projects & Engineering; Community Spaces, Recreation and Trades		Delayed
9.4.2	Incorporate streetscape considerations in road designs	Ensure that opportunities for improvement to streetscapes are considered in any designs for road upgrades	Projects & Engineering		Streetscape improvements such as street trees, planted medians, parking blisters, etc. have been included where possible ie. Pulteney St, Queen St, Farquhar St

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PERFORMANCE MEASURES

	Performance Measure	Responsibility	Results
1	Annual Waterways Report Card scores	Natural Systems	Report card launched November 2018. Scores are within the report card and on the Council website. Results are consistent with previous year.
2	Annual visitor numbers	Economic Development & Tourism	Jan 2018 - Dec 2018 = 2,224,000 annual visitors *(Source: Tourism Research Australia, International & National Visitor Surveys)*
3	Ground water pollution levels	Waste, Health and Regulatory Services	All groundwater testing at each site were within acceptable reporting levels
4	# of unauthorised waste disposals	Waste, Health and Regulatory Services	336 reported
5	% of success/fail sewage system inspections and # of inspections	Waste, Health and Regulatory Services	Successful (satisfactory) = 66.3% Failed (unsatisfactory) = 33.7% Total inspections = 784
6	% of relevant water samples meeting current Australian Recycled Water Guidelines	Water Services	2017-18 = 100% 2018-19 = 98.7%
7	% of bio-solids being beneficially re-used	Water Services	2017-2018 = 100% 2018-19 = 100%
8	% of times EPA Licence requirements are met in relevant samples	Water Services	2017-2018 = 98.8% 2018-19 = 99.5%

VALUE: Our environment

PERFORMANCE MEASURES (cont'd)

Performance Measure		Responsibility	Results
9	% of time EPA is notified of sewer escapes within 24hrs	Water Services	2017-18 = 100% 2018-19 = 100%
10	% reduction in carbon emissions	Natural Systems	Unable to provide data for this measure. Whole of council program involving asset owners is in development.
11	% of waste water beneficially re-used	Water Services	2017-18 = 20% 2018-19 = 23%
12	Community satisfaction with decisions being made in the interest of the community	*Community Satisfaction Survey Results*	2017 index score = 52* *Re-survey proposed for end of 2019*
13	Community satisfaction with planning	*Community Satisfaction Survey Results*	Question was not included in the 2017 survey. *Re-survey proposed for end of 2019*
14	Population growth	Economic Development & Tourism	Estimated population increase of 622 residents *(Source: forecast.id)*
15	Community satisfaction with water and sewerage services	*Community Satisfaction Survey Results*	2017 index score = 69* *Re-survey proposed for end of 2019*

* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

WE VALUE...

our thriving and growing economy

VALUE: Our thriving and growing economy

Strategy 10.1: Develop & promote our region as an attractive visitor destination offering products and experiences that meet the needs of our visitors and residents					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.1.1	Develop opportunities to revitalise existing or create new visitor experiences and products in line with the Destination Management Plan	Progress the game changer projects identified in the Destination Management Plan subject to available resources	Economic Development & Tourism	↗	Ongoing Great Lakes Great Walks & Aquatic Trails Masterplan & Feasibility Assessment. Aug 2018 Tuncurry 7DayMakeover Progress on these major infrastructure projects dependent on securing funding
		Investigate development of a mountain bike technical track in Forster	Economic Development & Tourism	✓	Completed Investigations recommend track be established at the Sanctuary, Lake Street Forster. Site aligns with key family market and provides a different experience offering. Recommendation communicated to interested community groups.
		Develop a program to build the capacity of the local tourism and hospitality industry in developing product to meet the needs of targeted markets	Economic Development & Tourism	✓	Completed Program of branding, marketing & digital workshops delivered; industry resources developed Product development assistance provided to 6 businesses exploring new tourism product offerings in the region

VALUE: Our thriving and growing economy

Strategy 10.1: Develop & promote our region as an attractive visitor destination offering products and experiences that meet the needs of our visitors and residents					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.1.2	Develop and market the MidCoast destination to attract identified target visitor markets	Develop a marketing content strategy and create content for multi-channel distribution	Economic Development & Tourism	✓	Content Strategy completed Content creation plan & development of content for all channels - ongoing
		Enhance online and digital promotion including the development of an overarching online and digital framework for the MidCoast region that integrates former regional tourism platforms, preparing a Digital Strategy, implementing and monitoring the performance of the new online and digital presence	Economic Development & Tourism	↗	Commenced and ongoing Consolidation of the pre-merger LGA tourism digital & social platforms under the new Barrington Coast brand Phase 1 of new destination Barrington Coast website - completed Daily performance monitoring & reporting of all digital channels implemented & ongoing
		Develop a Destination Brand Strategy for MCC, which incorporates the vision for the region's visitor economy, its brand archetype, key target markets and positioning	Economic Development & Tourism	✓	Completed Destination Brand Strategy & Brand Guidelines Brand roll-out commenced & ongoing
		Prepare a five-year Destination Marketing Plan	Economic Development & Tourism	⟳	Rescheduled The Destination Brand Strategy identified the need for the "development of integrated marketing assets & collateral", as a higher priority this FY Preparation of a Destination Marketing Plan delayed until next FY
		Implement a Discover Your Own Backyard style campaign to grow awareness of the regions tourism, hospitality and events offer with residents and businesses	Economic Development & Tourism	⟳	Rescheduled The campaign to launch the new brand into market, together with the development of a new destination website will incorporate the core deliverables of a DYOB style campaign in 19/20

VALUE: Our thriving and growing economy

Strategy 10.1: Develop & promote our region as an attractive visitor destination offering products and experiences that meet the needs of our visitors and residents					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.1.2	Develop and market the MidCoast destination to attract identified target visitor markets	Undertake domestic visitor research to identify the primary audiences for MCC and the motivations, expectations, barriers to travel and preferred channels of communication to reach target markets	Economic Development & Tourism	✓	Completed Extensive research undertaken to identify both the current & existing target markets for the Barrington Coast Detailed Persona's developed for each of our target audiences (demographic & psychographic) detailing the motivations, expectations, barriers & preferred communication channels at each stage of the Visitor Travel Journey
		Commence creation of a reliable dashboard to evaluate outcomes achieved by the visitor economy, including identification of appropriate key performance indicators linked to tourism objectives	Economic Development & Tourism	✓	Completed Stage 1 - dashboard & KPI's for Destination Management delivery. Barrington Coast participation in the worldwide launch of a new "Tourism Sentiment Index" initiative. A potential game-changing performance measure for evaluating destination's visitor satisfaction levels. Report 1 to be delivered July 2019.

VALUE: Our thriving and growing economy

Strategy 10.1: Develop & promote our region as an attractive visitor destination offering products and experiences that meet the needs of our visitors and residents					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.1.3	Develop and deliver a first class customer experience for visitors and residents across all channels and visitor touch points.	Review and integrate best-practice destination service processes and procedures across the MCC region	Economic Development & Tourism	✅	Completed Current Destination Service processes & procedures reviewed, with integration of standard key procedures across all areas
		Review future visitor services across the region, including the location of key visitor information centres, volunteer-based services, online and digital delivery of visitor information and published collateral	Economic Development & Tourism	📈	In progress Scoping of the Visitor Services Strategy commenced. To be completed in 19/20
		Conduct information sessions for visitor service staff on the new brand strategy and marketing plan	Economic Development & Tourism	📈	Completed Branding, Marketing & Persona Workshops for staff Ongoing updates conducted as part of regular Team Meetings
		Identify local ambassadors who are accessible and can help lift the perception of the region	Economic Development & Tourism	📈	In Progress Establishment of a Barrington Coast Destination Management Reference Group A primary objective of this Group is to act as advocates to positively promote tourism in the region, acting as ambassadors for the Barrington Coast

VALUE: Our thriving and growing economy

Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new businesss					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.2.1	Strengthen the region as a location of choice for business to invest	Develop a strategy to improve sense of place and perception of the region	Economic Development & Tourism	🕐	Rescheduled Links to Cultural Plan to be completed in 19/20 Vibrant Spaces initiative being rolled out in town centres to enhance sense of place
		Seek opportunities for the funding of key infrastructure projects to support business establishment and growth as identified in the Regional Economic Development Strategy	Economic Development & Tourism	📈	Ongoing Work continuing on securing funding for the Northern Gateway Transport & Employment Precinct Other identified projects such roads, water infrastructure continue to be developed by other sections of Council
10.2.2	Create a supportive environment for business to invest and grow	Seek opportunities for the funding of job creation projects	Economic Development & Tourism	📈	Ongoing Maintaining strong relationships with Regional Development Australia
		Develop and implement a 'Buy Local' program in conjunction with the Combined MidCoast Business Chamber	Economic Development & Tourism	🕐	Rescheduled Aligns with DMP projects including Barrington Coast Business Hub and 'Discover Your Own Backyard' campaign which has been rescheduled to 19/20
		Establish an Economic Development reference group to investigate ways to encourage economic development and facilitate opportunities	Economic Development & Tourism	✓	Complete Committee met twice this financial year and is working toward identifying key projects to focus on in line with the Regional Economic Development Strategy

VALUE: Our thriving and growing economy

Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new businesss					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.2.3	Market the MidCoast region	Actively promote the economic vision for the region as identified in the Regional Economic Development Scheme (REDS)	Economic Development & Tourism		Ongoing Vision circulated to relevant bodies such as Chambers and Economic Development Working Group
		Investigate targeted marketing opportunities which link with the identified strengths of the region and support the outcomes identified in strategic planning documents for the region	Economic Development & Tourism		Rescheduled Need to identify specific opportunities and develop specific marketing campaigns to reflect
10.2.4	Develop capacity and skills building, networking and partnership opportunities for the tourism and hospitality industry	Build collaboration between MCC, communities, businesses and other key stakeholders within and outside the region through regular communication and networking opportunities	Economic Development & Tourism		Completed and ongoing Communication & collaboration channels developed Weekly Talkin' Tourism EDM sent to 400+ tourism businesses, Chambers of Commerce, broader business, NPWS, State Forest, Councilors', Tourism Bodies (DNSW, DNC) + other key stakeholders Barrington Coast Business Hub launched. www.midcoastbusinessdhub.com.au Weekly radio events segment + monthly Focus magazine article Establishment of a Customer Relationship Management (CRM) system to record all stakeholder contact, allowing for more efficient & effective communication & follow-up Famils undertaken to tourism business across the region

VALUE: Our thriving and growing economy

Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new businesss					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.2.4	Develop capacity and skills building, networking and partnership opportunities for the tourism and hospitality industry	Develop an annual program of capacity and skills building workshops for the tourism and hospitality industry	Economic Development & Tourism	↗	Completed and ongoing Program of branding, marketing & digital workshops + industry resources Product development assistance provided to 6 businesses exploring new tourism product offerings in the region
		In conjunction with the tourism industry review, develop and implement a new partnership program	Economic Development & Tourism	✓	Completed Survey distributed to partners prior to launch of 2018/19 Partnership Program. Program subsequently reviewed & revamped to address some of the feedback & suggestions The 2019/20 Partnership Program workshopped with the Destination Management Reference Group in June 2019. Recommendations made for next year's Program commencing September 2019

VALUE: Our thriving and growing economy

Strategy 10.2: Provide an environment to grow and strengthen local businesses and attract new businesss					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.2.5	Reduce the economic impact of charges for Water & Wastewater services	Revise the options to permit DSP charges under S64 to be recovered through higher usage charges over time rather than through upfront payment	Water Services		Council staff have completed the necessary research and considered options, including similar actions carried out by other councils to offset upfront developer charges for commercial developments to stimulate growth and economic development Internal engagement with Council's Economic Development Unit has been carried out and it is envisaged the preferred option will be presented to Council in the next quarter
		Update the Strategic Business Plan for Water Services and adopt a new pricing path that will fund planned improvements and sustainable management of the systems over the medium to long term	Water Services		MidCoast Council's Strategic Business Plan 2018-2048 for Water Services was last updated in June 2018 and included a pricing path to fund planned improvement for the life of the Plan
10.2.6	Review Council land portfolio and commercial services operations	Continue to investigate Gloucester saleyard sale operations	Property & Commercial		Investigated operation parameters and as a result three sales agents can now operate at the saleyard

Strategy 10.3: Increase opportunities for quality education and training

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.3.1	Strengthen opportunities in the region for youth employment	Investigate the implementation of a Youth First Employment & Training scheme linked to the strengths and vision for the region	Economic Development & Tourism		Ongoing

Working with State Training, Regional Development Australia, Business Chambers and industry groups as opportunity arises |

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
10.4.1	To improve workforce participation across the MidCoast region	Actively promote the economic vision for the region and the key projects identified in the Regional Economic Development Strategy to promote job retention and job growth	Economic Development & Tourism		Ongoing

Working with State Training, Regional Development Australia, Business Chambers and industry groups as opportunity arises |

VALUE: Our thriving and growing economy

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

VALUE: Our thriving and growing economy

Strategy 11.1: Implement innovative programs and projects to support business precincts in creating and maintaining vibrant spaces					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
11.1.1	Explore and implement major project opportunities	Progress development for Civic Precinct Project, Forster	Property & Commercial	↗	Work has commenced and is on target for project completion September 2020
		Finalise master planning for Main Beach Project, Forster	Property & Commercial	✓	Master planning completed
11.1.2	Improve quality of facilities and programs offered to the public in recreation spaces	Develop and deliver a works program for the maintenance, upgrade and improvement of the various aquatic and leisure facilities that reflects the needs of users and asset management plans	Property & Commercial	↗	Works program developed and implemented
		Ensure that the aquatic and leisure facilities are managed in a professional manner and according to contract conditions	Property & Commercial	↗	Works carried out in accordance with the developed works program
11.1.3	Create a supportive environment for business to invest and grow	Continue to promote the Vibrant Spaces initiative	Economic Development & Tourism	↗	Ongoing

Increased participation rates across the region through activities such as the Tuncurry 7 Day Makeover |

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Strategy 11.2: Support and encourage the development and attraction of strategic events					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
11.2.1	Develop a coordinated approach to supporting events in the area	Develop a strategy and policy to attract and manage events in the area which maximise economic and community benefits	Economic Development & Tourism		Progressing Draft sponsorship policy developed and is currently in trial
		Develop a program to build the capacity of local event organisers to hold successful events	Economic Development & Tourism		MidCoast Cultural Plan to be completed in 19/20 will further inform events strategies
		Continue to integrate processes and develop policies to improve the approval of events on public land across the MidCoast region	Economic Development & Tourism		Ongoing Risk & Insurance workshop held. Further workshop topics identified through consultation with event organisers
11.2.2	Attract and/or develop event opportunities that drive visitation, activate key visitor markets and assist delivery of strategic destination management objectives	Incorporate the objectives and actions of the Destination Management Plan into Council's Events Strategy	Economic Development & Tourism		Ongoing Events approval documents reviewed and amended Information on Council website updated as needed Events approvals being issued quicker with more lead time Better cross department liaison for events Established quarterly external stakeholder meetings with LAC, Area Health, Paramedic Services etc. Rescheduled Objectives of DMP built into selection criteria used in assessing applications for event sponsorship DMP and Cultural Plan to be completed in 19/20 will be used to further inform Events Strategy

VALUE: Our thriving and growing economy

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
11.3.1	Develop a suite of industrial and business land use zones and other planning controls to facilitate economic growth	Review and rationalise all employment zones and controls across MidCoast with regard to the role, function, hierarchy and needs of each of our settlements	Strategic Planning		On schedule for completion June 2020
		Ensure appropriate employment zones and controls are included in the MidCoast Local Environmental Plan	Strategic Planning		Employment zone review on schedule for completion 2020 to enable inclusion in MC LEP
		Commence the inclusion of appropriate employment land controls in the MidCoast Development Control Plan	Strategic Planning		Employment zone review on schedule for completion 2020 to enable inclusion in MC DCP
		Promote growth of industries that can leverage accessibility provided by the Pacific Highway by rezoning of land in appropriate locations for employment purposes	Strategic Planning		Processing of Northern Gateway and Glenthorne Planning Proposals occurred, with both expected to be concluded in 2020
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	Prepare the Manning Health/Taree CBD Precinct Plan	Strategic Planning		Draft Plan completed for internal and agency review and project on schedule for completion June 2020
		Include the planning outcomes of the Precinct Plan in a Planning Proposal or in the preparation of the MidCoast Local Environmental Plan	Strategic Planning		Draft Plan completed for internal and agency review and project on schedule for completion June 2020

Strategy 11.4: Use existing knowledge, expertise and technology to develop businesses based on new ways of thinking					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
11.4.1	Improve the use of digital technology to develop businesses based on new ways of thinking	Develop a capacity building program to allow business to take full advantage of the NBN network across the MidCoast region	Economic Development & Tourism	✅	Completed Workshops held in Taree & Forster with NBN Co. Minimal ongoing issues identified

VALUE: Our thriving and growing economy

VALUE: Our thriving and growing economy

Strategy 12.1: Encourage diversification & sustainability of agribusiness through the utilization of sustainable farming practices, new technologies and innovation					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
12.1.1	Work closely with property and commercial services stakeholders to maximise usage of Council commercial assets	Work with stakeholders at Nabiac stockyards and Gloucester saleyards to maximise usage of those assets	Property & Commercial	↗	Regular stakeholder meeting ensure the ongoing optimization of these resources
		Support businesses at Taree Aviation Business Park	Property & Commercial	↗	Appropriate services are provided to support these businesses
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 dedicated producer/ hospitality workshop opportunities as part of the broader product development program	Economic Development	↗	In Progress Development of dedicated producer/ hospitality workshops commenced

Roll-out planned for early in 19/20 |
| 12.1.3 | Prepare a rural land use strategy that identifies, protects, manages and reinforces rural activities, industry and agribusiness | Complete the Rural Opportunities and Land Use Strategy (ROLUS) | Strategic Planning | ↗ | On schedule for completion December 2020 |
| | | Incorporate the findings and actions from ROLUS into the consolidated MidCoast Local Environmental Plan and Development Control Plan as appropriate | Strategic Planning | ↗ | On schedule for completion December 2020 and subsequent inclusion in MC LEP & DCP |

Strategy 12.1: Encourage diversification & sustainability of agribusiness through the utilization of sustainable farming practices, new technologies and innovation					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
12.1.4	Identify and protect important agricultural land including intensive agriculture clusters and protect, manage and reinforce agribusiness in local land use plans	Complete the Rural Opportunities and Land Use Strategy	Strategic Planning	↗	On schedule for completion December 2020
		Ensure that important Agricultural land identified in ROLUS is protected and managed by appropriate planning controls in the consolidated MidCoast Local Environmental Plan	Strategic Planning	↗	On schedule for completion December 2020 and subsequent inclusion in MC LEP & DCP
		Amend planning controls to facilitate appropriate economic development and to deliver greater certainty of land use in the rural landscape	Strategic Planning	↗	On schedule to commence in 2020

VALUE: Our thriving and growing economy

PERFORMANCE MEASURES

VALUE: Our thriving and growing economy

	Performance Measure	Responsibility	Results
1	Net number of new businesses	Economic Development & Tourism	349 new business *(Source: REMPLAN Economy)*
2	MidCoast unemployment rate	Economic Development & Tourism	2016 = 9.0% Regional NSW 2011 = 6.1% 2011 = 8.6% *(Source: profile.id)*
3	Population growth	Economic Development & Tourism	Estimated population increase of 622 residents *(Source: forecast.id)*
4	Return on investment on Council-owned commercial properties	Property & Commercial	The combined ROI for the Tuncurry property, the subject of a lease to Woolworths, and the leased Forster property at 5 Wallis Street is 8.4%
5	Annual # of visitors	Economic Development & Tourism	*Jan 2018 - Dec 2018 = 2,224,000 annual visitors* *(Source: Tourism Research Australia, International & National Visitor Surveys)*
6	Community satisfaction that Council provides value for money for rates	Community Satisfaction Survey Results	2017 index score = 47* *(Re-survey proposed for end of 2019)*
7	% of areas zoned for employment being actively developed	Strategic Planning Development Assessment	Employment zones currently under review
8	Water customer price increases over the medium to long term to be at or below CPI increases	Water Services	Achieved - Price increase less than CPI

* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

WE VALUE...

strong leadership
and shared vision

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

Objective 13

VALUE: Strong leadership and shared vision

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.1.1	Work collaboratively with the Hunter Joint Organisation (JO) and State Government in support of local priorities	Maintain membership of the Hunter Joint Organisation and participate in related activities	General Manager	↗	Membership maintained and actively participated in all JO activities
		Maintain constructive relationships with State and Federal Government agencies to ensure local interests, challenges and opportunities remain a focus	General Manager	↗	Cooperative relationships continue with Local MP's and Government Agencies Significant grant funding has flowed to the MCC area
		Continue to work with the State Government in relation to Local Government reform and other initiatives that impact on the sector	General Manager	↗	Council liaises effectively with the Office of Local Government on Local Government industry issues

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.2.1	Ensure the community has contact points to Council services in the main centres of the LGA, utilizing Council owned sites in an efficient and effective way and ensuring teams are coming together as one Council	Continue to investigate options for accommodation in Forster and Taree through the adopted gateway process being undertaken for the former Masters site at Biripi Way, Taree or any alternative arising from the investigations	General Manager	↗	Council has adopted a Customer Service Charter and continues to include a focus on customer service in design element of both projects

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Strategy 13.2: Provide the community with an efficient, convenient and professional experience when using council services					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.2.2	Provide a welcoming and easy to deal with Council where customers have a positive experience of Council service delivery	Undertake a customer relations user satisfaction survey, with average score 7 or higher	Customer Service	📈	A customer survey has been developed during this period Surveys commenced 1 July 2019 Public kiosks have been provided to the Forster & Taree Customer Service Centres for electronic capture and print copies provided to regional offices (Gloucester, Stroud & Tea Gardens)
		Undertake customer journey mapping to clearly identify the actual and desired experiences of customers when doing business with Council	Customer Service	✅	The Customer Service Charter was adopted at Council meeting on 26 June 2019 which outlines the commitment to our customers
		Continue to develop a community-focused culture across the organisation where staff apply organisational values in their decision making and behaviours	Corporate Strategy & Development	📈	Staff are encouraged and supported to apply organizational values on a continuing basis

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.3.1	Develop a Financial Management Reporting Framework	Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements through the Quarterly Budget Review process and annual Financial Statement Lodgement	Finance	📈	2017/2018 Annual Financial Statements completed and lodged in accordance with extended deadline approved by Office of Local Government. Quarterly Budget Reviews presented to Council within required timeframes.
		Review financial management reporting policies and develop financial indicators and parameters to guide Council	Finance	📈	Project carried over into 2019/2020 financial year as part of development of management and financial reporting structure in new Technology One Finance system

VALUE: Strong leadership and shared vision

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.3.1	Develop a Financial Management Reporting Framework	Manage Council's investment portfolio to optimise investment returns within the constraints of policy, the Local Government Act & Regulations	Finance	↗	Funds invested in accordance with adopted Policy. Investment advisors (Imperium Markets) appointed during the year. Monthly reports provided to Council in accordance with legislative requirements.
		Implement Enterprise Budgeting (EB) module of Technology One Finance system to provide for a process of monthly budget reviews	Finance	↗	Implementation of Enterprise Budgeting (EB) module of Technology One Finance system deferred until 2019/2020 in accordance with project schedule.
		Review the Long Term Financial Plan annually	Finance	✓	Review of Long Term Financial Plan completed in November 2018. Additional scenario focused on Biripi Way Office Relocation Funding Strategy was noted by Council at its 6 February 2019 Ordinary Meeting.
13.3.2	Maintain clear, consistent and efficient policies, procedures and systems to support the delivery of MidCoast Assist services	Manage integration of the service's client management system (TCM) and the organisation's enterprise solution (MC1)	Community Services	⏱	Integration of TCM is now scheduled for later phase of the enterprise wide system. It is likely to be a priority in 2019/20
		Undertake a review of MidCoast Assist's policies and procedures	Community Services	✓	MidCoast Assist's policies and procedures relating to Disability Services was completed in 2018/19 as part of preparation for NDIS Certification. Review of policies and procedures relating to Ageing Services is ongoing.

VALUE: Strong leadership and shared vision

Strategy 13.3: Provide strong corporate and financial management that is ethical, fair, transparent and accountable					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.3.3	Ensure council is a responsible custodian of corporate records	Ensure security of records is appropriate and meets statutory and business requirements	Governance	↗	Ongoing. User access is monitored across 4 records systems. Documents are stored and archived in accordance with State Records Act.
		Review and integrate Councils Records Management policy, procedures and guidelines in accordance with Council's MC1 project	Governance	✓	Complete. Records Management Policy adopted Dec 2018. Discussions held regarding MC1 impact on records/information
		Implement the use of IPlatnum records search facilities	Governance	↗	iPlatnum installed. Review of security being undertaken.
		Implement organisation wide Records Management principles	Governance	✓	Complete. Records Management Principals developed. Digital Strategy approved in principle.
13.3.4	Ensure Council's governance framework sets appropriate ethical standards	Provide regular Code of Conduct training to staff and Councillors and promote the principles of the code, including provision of training to staff at induction	Governance	↗	Respectful Workplace Training undertaken Oct and Nov. New Code adopted 22 May 2019. In house training with follow up training to be provided by consultant 2019-20.
		Ensure that breaches of the Code are investigated and actioned appropriately	Governance	↗	Ongoing as required
13.3.5	Continue implementation, review and improvement of the Integrated Planning & Reporting Framework	Provide 6-monthly reporting on the delivery of the Delivery Program and Operational Plan	Corporate Strategy & Development	✓	This is a statutory requirement which has been achieved
		Prepare Annual Report in accordance with State Gov't requirements	Governance	✓	2017-18 Annual Report prepared and presented at November Ordinary Council Meeting of Council and sent to OLG as required
		Continue integration and implementation of Resourcing Strategy documents to support the long term sustainability of Council services	Corporate Strategy & Development	↗	Review of Long Term Financial Plan completed in November 2018

VALUE: Strong leadership and shared vision

Strategy 13.4: Provide strong governance frameworks					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.4.1	Provide governance frameworks that enable Councillors to fulfil their strategic role	Ensure policy and access to information provides appropriate opportunities for Councillors to fulfil their role in accordance with Council's Councillor and Staff Interaction Policy	Governance	↗	Policy register available to Councillors. Policy Working Group established with four Councillor members.
13.4.2	Develop and maintain appropriate legal compliance systems	Ensure staff have appropriate skills and delegated authority to perform their role. Continue to issue staff delegations as staff are appointed	Governance	↗	Delegations issued as staff appointed to roles. Use of Local Government Legal Delegations Database.
		Commence the implementation of Local Government Legal Compliance Database	Governance	↗	LG Legal Legislative Compliance Database and Legislative Compliance Policy workshopped with Policy Working Group and adopted at Dec 2018 Meeting. Delegation Database fully implemented and Governance Staff are currently implementing Legislative Compliance Database and systems.
13.4.3	Ensure community confidence in council as a trusted leader	Continue to develop, review and continuously improve Councils Governance Framework	Governance	↗	Governance Framework document developed. Available on Intranet.
		Review Policies and Procedures due for review and undertake gap analysis	Governance	↗	Policies to be workshopped at Policy Working Group as identified and developed
		Review and adopt the new Office of Local Government Code of Conduct and Code of Meeting Practice	Governance	↗	Policies to be workshopped at Policy Working Group as identified and developed
		Work collaboratively with Councillors to develop policy that sets Council's long term strategic direction to ensure consistency of decisions over the longer term	Governance	↗	Policy Working Group was established at Ordinary Meeting 31 Oct 18. First PWG Meeting was 29 November 2018

VALUE: Strong leadership and shared vision

Strategy 13.4: Provide strong governance frameworks					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.4.3	Ensure community confidence in council as a trusted leader	Finalise Council's Risk Management Framework including risk appetite	Governance	✓	Adopted 19 Dec 2018
		Develop, implement and test Council's Business Continuity Plan (BCP)	Governance	⟳	Request for Proposal accepted. BCP development to commence August 2019
		Develop and deliver training to staff and councillors regarding specific governance policies	Governance	↗	Governance Awareness and Education Program endorsed by ARIC and commencing in July 2019
		Provide ICAC Fraud and Corruption Awareness training and Ombudsman Complaint Handling training to relevant staff	Governance	↗	Timeframe determined by ICAC and Ombudsman. ICAC training sessions scheduled for September 2019 with 80 staff attending
		Develop and implement Council Unreasonable Complainant Conduct Policy and Procedure	Governance	✓	Adopted 13 March 2019
13.4.4	Ensure staff access to records is appropriate to facilitate decision making	Ensure access to information for staff is seamless and efficient to facilitate quality decisions via MC1	Governance	↗	Ongoing
		Ensure corporate records are captured to ensure accountability for decisions	Governance	↗	Ongoing

VALUE: Strong leadership and shared vision

Strategy 13.5: Develop and deliver services and programs that provide value for money					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.5.1	Develop strong, diverse leadership and a culture that values performance and adaptability	Ensure the principles of Councils Code of Conduct are promoted and upheld throughout the organisation by inclusion on team meeting agenda's, intranet posts and refresher training sessions as required throughout 2018-2019	Governance	✓	New Code of Conduct adopted 22 May 2019.Respectful Workplace Training undertaken Oct and Nov. Additional Training to be provided in house with a consultant to provide detailed training as a follow up.
		Establish councils Audit, Risk and Improvement Committee and Internal Audit Framework provides assurance to the community in relation to Council Performance	Governance	✓	ARIC Established. Councillors and Independent Members Appointed. ARIC met 13 Feb 2019 and 23 May 2019.
		Ensure that Business Continuity Plans are developed, tested and reviewed across all of councils critical functions	Governance	✓	ARIC Established. Councillors and Independent Members Appointed. ARIC met 13 Feb 2019 and 23 May 2019.
13.5.2	Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders	Continue to develop a culture focused on continuous improvement of processes that contribute to the provision of effective and efficient services	Corporate Strategy & Development	✓	Resources applied to Enterprise wise system project to maximise benefits
		Support the continued implementation of Council's enterprise solution (MC1) through review of business processes	Corporate Strategy & Development	↗	Resources applied to Enterprise wise system project to maximise benefits
		Develop a program and methodology for service reviews utilising an agreed strategic approach to ensure evidenced based decision making in the provision of efficient and effective services	Corporate Strategy & Development	↗	Service Reviews deferred to be considered by Management Executive in 2019/20
		Utilise the Australian Business Excellence Framework to guide organisational improvement focused on the achievement of sustainable business performance and improved capability of the organisation	Corporate Strategy & Development	↗	Due to integration priorities there has not been a formal application of the Business Excellence Framework

VALUE: Strong leadership and shared vision

Strategy 13.5: Develop and deliver services and programs that provide value for money					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.5.2	Encourage innovation and improvement to council processes and activities ensuring they add value for stakeholders	Continue participation in the Local Government Professional (and PwC) Australasian LG Performance Excellence Program and use results to inform improvement areas and actions	Corporate Strategy & Development		Participation continues in this program. The Report for FY ending 30 June 2018 was released in December 2018

Strategy 13.6: Implement community focused systems to support simple and convenient ways to access and do business with our council					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.6.1	Develop and implement an integrated service request management system with customer portal	Determine agreed service level agreement for service requests including functional responsibility	Information & Communications Systems		Customer Service Charter
		Implement integrated service request management system in Technology One – One Council (MC1)	Information & Communications Systems		Integrated CRM scheduled for implementation during second half of 2019
		Implement online service portal to log and track service requests	Information & Communications Systems		Web portal accessible by customers; refer above implementation timeframe for CRM
13.6.2	Maintain clear, efficient and effective processes and deliver consistent information	Review information contained within the customer relations knowledge management system to ensure 100% of information is current	Customer Service		MidCoast Council utilises "Live Pro" as the Customer Relations knowledge management system. The Team Leader Customer Relations ensure that any changes to polices or business processes are updated into Live Pro. System matter experts have also been recognised and regularly liaise with other departments within MidCoast Council to ensure knowledge database is up to date

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Strategy 13.6: Implement community focused systems to support simple and convenient ways to access and do business with our council					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
13.6.2	Maintain clear, efficient and effective processes and deliver consistent information	Investigate processes to align General Purpose and Water Service customer relations including opportunities to streamline service delivery	Customer Service	↗	This has been ongoing and staff are gradually learning skills and expanding their knowledge base on the functions and services provided to our customers. Common forms used by General Purpose and Water Services have been combined so customers only need to fill out the one form eg pension rebate, change of address. Front line staff are also able to satisfy the customer at first point of contact on common enquiries. Staff are communicating. Mix and match of General & Water staff in the one area where there are common denominators in the work they perform eg Council DA lodgements and Water DA's.
13.6.3	Standardise and improve the customer's experience for Planning Certificates under s10.7 of the Environmental Planning and Assessment Act	Develop a standard s10.7 certificate template	Strategic Planning	↗	Work programmed to commence in 2020
		Continue with the development of a preferred consistent system for the production of certificates	Strategic Planning	↗	Work programmed to commence in 2020
		Identify and confirm accountabilities for the maintenance of certificate data and establish processes for the maintenance of data in conjunction with those who are accountable	Strategic Planning	↗	Review of existing data management processes and accountability commenced.
13.6.4	Ensure Council meetings facilitate community participation	Council meeting agendas and minutes are provided on Council's website in a timely manner for all meetings as adopted for 2018-2019	Governance	↗	Ongoing
		Review Council's Complaints Handling Policy, Procedures, Guidelines and systems to ensure complaints are appropriately managed and responded to explaining reasons for decisions	Governance	↗	Ongoing

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	Responsibility	June 2019	Result
14.1.1	Ensure our workforce has the required capability, skills and competencies to deliver our services and programs	Implement the 2018-19 Training Plan	Human Resources	✓	Complete. Majority of training delivered on time and budget
		Develop the 2019-20 Training Plan	Human Resources	✓	Complete
		Embed the LGNSW Capability Framework into HR life-cycle functions including position descriptions, recruitment, performance management and development	Human Resources / Corporate Strategy & Development	↗	Position descriptions and induction programs include information and expectations
14.1.2	Position MCC as an 'Employer of Choice'	Implement a MCC Salary System and overall package of terms and conditions that balances long-term affordability with the ability to attract and retain staff with the required knowledge, skills and experience	Human Resources	✓	Complete
		Develop and implement HR policies and procedures that align with our organisational values and support a customer focused culture	Human Resources	✓	Complete. New policies implemented this year are Alcohol & Other Drugs, Higher Grade Duties, Leave, Performance & Development, Salary System, Recognition of Long Service, Social Media (Employee Use), RDOs, reviews to Vacancy Management Protocols.

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	Responsibility	June 2019	Result
14.1.2	Position MCC as an 'Employer of Choice'	Continue development of our employer brand through our Workforce Strategy to support the attraction and retention of quality staff who are aligned with our organisational values	Corporate Strategy & Development		Position descriptions and induction programs include information and expectations
14.1.3	Develop leaders that inspire, motivate and coach our employees to realise their potential and respond to opportunities and challenges	Continue external partnerships and relationships to support the development and delivery of a best/next practice approach to the Corporate Development Program through knowledge transfer, mentoring and external perspective on approaches	Corporate Strategy & Development		External partnerships have continued to provide expertise for targeted delivery of programs, coaching and mentoring.
		Support and enable people to accept and engage with change throughout the alignment and integration phase of becoming one council including equipping people leaders with tools and techniques to champion change and coach others	Corporate Strategy & Development		Change management training provided to people leaders at Levels 1, 2, 3 and 4 to enable them to support and coach their teams through change.
		Continue implementation of a strategic Corporate Development Program to guide the integrated development of staff and ongoing growth of corporate strategy and culture throughout the organisation using evidenced based instruments and coaching	Corporate Strategy & Development		Evidence-based instruments and tools applied via various programs and supported by coaching
		Implement the Integrated Development Framework for levels 1-3 that supports an integrated approach to ongoing personal development that aligns with the LGNSW Capability Framework	Corporate Strategy & Development / Human Resources		New performance development system that aligns with the LGNSW Capability Framework has been implemented

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	Responsibility	June 2019	Result
14.1.3	Develop leaders that inspire, motivate and coach our employees to realise their potential and respond to opportunities and challenges	Review the inaugural Developing Future Leaders (DFL) Program and apply learnings to the delivery of the second intake of future leaders	Corporate Strategy & Development	↗	Inaugural DFL Program was highly successful with good outcomes. The program was reviewed and enhanced before commencement of the second intake in October 2018.
		Review and integrate the Educational Assistance policy and procedure	Corporate Strategy & Development	↗	Education Assistance Policy and Procedure drafted and handed over to HR for completion and implementation.

Strategy 14.2: Support a culture that values achievement, adaptability and safety					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
14.2.1	Embrace a constructive workplace culture that enhances individual and collective performance, with an objective of delivering high quality outcomes for the community	Undertake a staff pulse survey to provide an interim guide of staff climate and culture prior to a full organisation wide culture survey	Corporate Strategy & Development	↗	Staff culture scheduled for April 2020
		Continue to use the culture survey results and identified focus areas from the 2017 survey to guide effort and energy in the development of the desired organisational culture in and between teams	Corporate Strategy & Development	↗	Focus areas from culture survey results were used to inform work with specific teams and workgroups as required
		Encourage and support teams throughout the organisation to define and apply the organisational values to their behaviour and decision making	Corporate Strategy & Development	↗	Managers and coordinators actively encouraged to apply organisation's values in their daily work. Support provided in the form of templates, session run sheets and facilitation.
14.2.2	Embrace a culture of safety and wellbeing	Develop and implement policies and procedures that align with our organisational values and support a safety focused culture	Human Resources	✓	Complete More policies to be developed and implemented in 2019/20

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Strategy 15.1: Provide clear, accessible, timely and relevant information to support and inform the community					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
15.1.1	Ensure public access to Council information	Review Governance pages on Council's website to ensure a proactive approach to open access of information via website	Governance	✅	Complete
		Ensure GIPA (both informal and formal) requests are dealt with within statutory timeframes and community expectations for 2018-2019	Governance	✅	Complete
		Develop processes for the Contracts Register and Disclosures Log	Governance	📈	Ongoing in accordance with GIPA. Discussions with Audit Office of NSW also being undertaken
15.1.2	Provision of information on Council's website is customer focused	Review the Governance pages on Council's website and implement changes as required to ensure that the functionality of the website facilitates easy access to information	Governance	✅	Complete
15.1.3	Develop and deliver an effective community focused communications strategy to support and inform the community on council activities	Develop a MidCoast Council Communications Strategy	Communications & Engagement	✅	Council adopted a MidCoast Communications Strategy in June 2019, following a period of public exhibition
		Develop a MidCoast Council Digital Media Plan	Communications & Engagement	📈	A digital media plan was identified in the strategy as a priority action for the 2019-20 year and will be delivered during that timeframe
		Optimise communications methods to provide information to the community	Communications & Engagement	📈	We continue to review our communications methods and practices to more effectively target our community. This was also identified in the Communications Strategy as a further area of development in 2019-20.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
15.1.4	Build community awareness of the services and projects delivered by Council	Develop communications programs to support the delivery of key council activities	Communications & Engagement	↗	Communication plans are routinely developed for key council activities to build community awareness. This has now been embedded as part of our regular practice.
		Review and develop communications channels to deliver messages to targeted audiences	Communications & Engagement	↗	We continue to review communications channels to more effectively target our community. This was also identified in the Communications Strategy as a further area of development in 2019-20.
		Host regular rounds of community meetings	Corporate Strategy & Development Now with Communications & Engagement	↗	There have been recent rounds of community meetings but CS&D haven't been involved

Strategy 15.1: Provide clear, accessible, timely and relevant information to support and inform the community					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
15.1.5	Maintain existing reporting capability in Water Services for capital projects and operations	Develop capacity for the existing gateway and project health system to be incorporated in the enterprise wide business system	Water Services	✓	Gateway & Health check framework implemented in major capital projects. Proposal prepared to expand across the business.
		Develop capacity for the existing issues and failures process to be incorporated in the enterprise wide business system	Water Services	↗	An improvement project is progressing. This will roll into the next phase Council's enterprise wide business system MC1.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
15.2.1	In order to ensure transparency and accountability, develop a Policy on Planning Agreements in accordance with legislative requirements and any guidelines of the NSW Department of Planning and Environment	Review guidelines from the Department of Planning and Environment on the preparation of policies on Planning Agreements	Strategic Planning	↗	Deferred Revised guidelines are yet to be released by the State government
		Determine approach to preparation of a policy	Strategic Planning	↗	Deferred as awaiting new State government guidelines – schedule revised to commence in 2020
15.2.2	Improve community understanding of asset management	Improve the community's understanding of how we rate the condition of our road assets and how decisions are made on which projects are prioritised	Transport Assets / Projects & Engineering	✓	Communications and Engagement team has been used to provide information of work program, projects and general information. Includes radio segments on the prioritisation of projects.
		Use media releases to educate the public on the processes and sequence utilised in road construction	Transport Assets / Projects & Engineering	✓	Media releases for key projects provided through Communications and Engagement team.
15.2.3	Ensure that polices reflect community expectations	Ensure policies are written in plain English rather than legal terms	Governance	✓	Policy Framework adopted. March 2017. Was reviewed and re-adoption at Ord Meeting 31 Oct 2018.
		Ensure relevant policies are placed on public exhibition inviting public submissions and feedback where appropriate, eg. Code of Meeting Practice, Code of Conduct, Privacy Management Plan	Governance	✓	Systems developed and relevant policies are placed on public exhibition via newspaper ads, website and copies in foyer of 5 admin buildings, libraries. Process has been Promapped.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
15.2.4	Provide clear, accessible and relevant information to the community	Implement a website constant improvement process to ensure content on Council's website is relevant, up-to-date and easy to access	Communications & Engagement	↗	Website content has been constantly reviewed to ensure it is relevant and up-to-date. This will improve even further following the development of a digital plan for the website in 2019-20.
		Proactively provide information on council decisions to local media	Communications & Engagement	↗	Media releases are produced following Council meetings on decisions of interest, and staff work with local media to provide information on the decision making processes.

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
15.3.1	Facilitate channels for engagement with community service target groups	Facilitate engagement activities with community service target groups, including service reference groups and topical consultation forums	Community Services	↗	The Community Strengthening team has consulted with community for the development of the Youth Strategic Plan, advertised for membership of, and convened 2 meetings for the Community Wellbeing & Inclusion Reference Group. Under service agreements with the Department of Family and Community Services interagency meetings and partnership activities have focused on service target groups.
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	Review legislative requirements and any associated State Government guidelines for the preparation of CPPs	Communications & Engagement	↗	On schedule for completion in 2019
		Prepare a draft CPP for community consultation	Communications & Engagement	↗	On schedule for completion in 2019

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Strategy 15.3: Empower community members to participate in decision-making by providing a broad range of engagement opportunities					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
15.3.3	Ensure Council meetings are appropriately scheduled and resourced and facilitate community participation	Develop and review Council's Code of Meeting Practice to ensure community participation in Council meetings is appropriate	Governance	✓	Code of Meeting Practice adopted July 2018. New OLG Code of Meeting Practice adopted 22 May 2019.
		Develop a Public Exhibition Policy to ensure consistency when documents are placed on public exhibition facilitating public submissions	Governance	✓	Policy not required as elected body determine if policies go on public exhibition. A detailed procedure is being developed to ensure a consistent approach is being applied.
15.3.4	Develop and deliver an engagement strategy or council to ensure we are engaging with the community and providing opportunities for participating in decision making where appropriate	Develop a MidCoast Council Community Engagement Strategy	Communications & Engagement	✓	The MidCoast Community Engagement Strategy was adopted in June 2019 following a period of public exhibition.
		Develop a process and resources to support engagement activities across council	Communications & Engagement	↗	The Community Engagement Strategy included an engagement framework to guide engagement activities across Council.
		Build a database of community and stakeholder groups to support engagement	Communications & Engagement	↗	A database has been developed and is constantly updated to provide a valuable resource for engagement activities.
		Deliver community information sessions on a regular basis to keep the community appraised of corporate strategy, Council activity and focus areas	Corporate Strategy & Development Now with Communications & Engagement	↗	There have been recent rounds of community meetings but CS&D haven't been involved
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	No activity proposed for 2018-2019	Corporate Strategy & Development	✗	No activity proposed for 2018-2019 Scheduled for 2019/20

We develop and encourage community and civic leadership

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
16.1.1	Provide adequate resources for elected members to perform their role	Support the principles of Councils Councillor and Staff Interaction Policy by providing appropriate access to information for elected Councillors	Governance	↗	Policy adopted and periodically covered in Councillor Workshops and staff meetings
		Identify and resource requirements for Councillor Professional Development for 2018-2019	Governance	↗	Ongoing process and now legislated

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

Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
16.2.1	Work collaboratively with regional bodies	Work with Hunter Joint Organisation across a range of initiatives	Governance	↗	MCC is part of Hunter Joint Org.
		Work with Local Government NSW on key issues including policy	Governance	↗	Regular use of LGNSW. Capability Framework, LGNSW Conference, GM Recruitment, etc
		Work with and utilise the resources of Local Government Professionals Network	Governance	↗	Several staff member of LG Professionals network. Attendance at LG Professionals Governance Conference
		Work with Local Government Internal Auditors Network to continuously enhance the activities of the Audit, Risk and Improvement Committee and Councils internal audit programs for 2018-2019	Governance	↗	Two staff are executive members of LGIAN

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Strategy 16.2: Identify and participate in initiatives for regional cooperation and collaboration					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
16.2.2	Continue with membership of peak industry bodies and professional associations to benefit local government, services and our community	Support activities at the board level of IPWEA & the NSW Water Directorate	Water Services	✓	Council staff are active members of the Executive Committee of the NSW Water Directorate and continue to support IPWEA through staff participation and attendance at IPWEA Mid North Coast group meetings, conferences and professional development opportunities.
		Actively provide input into initiatives of the Australian Water Association (AWA) and Water Services Association (WSAA)	Water Services	✓	Specialised Council staff are actively involved in both the AWA and WSAA initiatives including attendance and presenting at conferences, and participation in specialist networks and working groups.

Strategy 16.3: Provide opportunities for the development of our elected leaders and community leaders					
Focus Ref	3 year focus	1 year actions	Responsibility	June 2019	Result
16.3.1	Provide opportunities for elected leaders to participate in group and individual professional development programs	Ensure appropriate on boarding, training and professional development plans are in place for Councillors	Governance	✓	Onboarding conducted following each Local Government Election inclusive of induction program

PERFORMANCE MEASURES

Performance Measures		Responsibility	Results
1	Community satisfaction with living in the MidCoast	*Community Satisfaction Survey Results* Strategic Planning	Question was not included in the 2017 survey *Re-survey proposed for end of 2019*
2	Community satisfaction with Council being a well-run and managed Council	*Community Satisfaction Survey Results*	2017 index score = 54* *Re-survey proposed for end of 2019*
3	Community satisfaction with decisions being made in the interest of the community	*Community Satisfaction Survey Results*	2017 index score = 52* *Re-survey proposed for end of 2019*
4	Community satisfaction with Council's overall performance	*Community Satisfaction Survey Results*	2017 index score = 52* *Re-survey proposed for end of 2019*
5	Community satisfaction that Council provides value for money for rates	*Community Satisfaction Survey Results*	2017 index score = 47* *Re-survey proposed for end of 2019*
6	Community satisfaction with Council services	*Community Satisfaction Survey Results*	Question was not included in the 2017 survey *Re-survey proposed for end of 2019*
7	Community satisfaction with engagement by Council	*Community Satisfaction Survey Results*	2017 index score = 54* *Re-survey proposed for end of 2019*
8	Total funding provided to emergency services in a financial year	Engineering and Infrastructure	$1,328,512 as at June 2019
9	Average water bill stays within the Long Term Financial Forecast	Water Services	Achieved - Average bill is lower than LTFP and meeting forecast range

* MidCoast Council - NSW Local Government Community Satisfaction Survey 2017

PERFORMANCE MEASURES (cont'd)

Performance Measures	Responsibility	Results
10 Council's long term financial sustainability	Finance	Fit for the Future Benchmarks - 2017/2018 **

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

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