



SINGLETON
COUNCIL

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Annual Report

2017 | 2018





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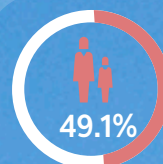


Community Snapshot SINGLETON



A VIBRANT AND DIVERSE
REGIONAL TOWN,
LOCATED AT THE CENTRE
OF THE HUNTER VALLEY

POPULATION
22,987
SOURCE | 2016 ABS CENSUS



Visitors

12,578
VISITOR INFORMATION
& ENTERPRISE CENTRE

69,056
SINGLETON LIBRARY

15,470
SINGLETON YOUTH
VENUE

151,968
GYM & SWIM AND THE
HEIGHTS SPORTS CENTRES



3,110.91 ML
WATER TREATED BY
COUNCIL



\$12.4M
GRANTS RECEIVED
BY COUNCIL



\$59M
DEVELOPMENT
APPROVAL VALUE



41,613
ANIMALS THROUGH
LIVESTOCK MARKET



\$18.5M
SPENT ON CAPITAL
WORKS



297
DEVELOPMENT
APPROVALS



150
POOL INSPECTIONS
BY COUNCIL



7,816
CUSTOMER REQUESTS
CREATED



18,699
CUSTOMER
SERVICE CALLS

COMMUNITY SATISFACTION SURVEY | What you told us

3.28 OVERALL SATISFACTION
WITH COUNCIL'S PERFORMANCE
(SCORED OUT OF 5)



of residents said they are at
least "somewhat satisfied"
with Council's performance



of residents said what they love
most about Singleton is the
safe and friendly feeling in our
town and its central location



of residents said the biggest
impacts for the community
in the next 10 years are
reducing traffic congestion
and generating local
employment

MOST IMPORTANT
COUNCIL SERVICES OR FACILITIES

01

Informing the community of Council decisions

02

Health & hygiene of local restaurants
and takeaways

03

Consulting the community

04

Management of Council's finances

05

Advocating on behalf of the community
for improved services

WHAT YOU TOLD US
WE COULD IMPROVE ON



- Informing the community of Council decisions
- Council responsiveness to community needs
- Consulting the community
- The way Council is managed
- Management of Council's finances

WHAT YOU SAID
WE ARE DOING WELL



- Provision of library services
- Water supply
- Gym & Swim facilities
- Maintenance of sporting fields
- Recycling collection

Singleton Council honours



- 2018 StateCover WHS Excellence Awards | 2nd place
- 2018 NSW Government Excellence Awards - Risk Management Category | Finalist
- Named on the prestigious HRD Innovative HR Teams list for 2018
- 2018 LGNSW Planning Awards - Innovation and Excellence | Winner
- 2018 RH Dougherty Award - Excellence in Communication | Winner

FROM THE *Mayor*

The saying goes that actions speak louder than words, but both have been equally important in 2017/2018.

We know that advocating to other levels of government for the infrastructure we need to address issues in Singleton, such as traffic congestion on the New England Highway and more public transport, is a major priority for people in our community and they look to Council to be doing that. So I've spent a good part of this year actively talking to the right people in the State Government to ensure Singleton is at the forefront of their decision-making, particularly leading into the 2019 election.

That has included meetings with the Deputy Premier, John Barilaro and local member Michael Johnsen, in relation to Resources for Regions funding – an issue we've been actively calling out the Government for a fairer share of the funding that is derived from right here in our local government area.

While these are issues that affect people in our community right now and need to be addressed sooner rather than later, we've also sought action on issues that will affect our community into the future.

The LGNSW Annual Conference backed Singleton Council's motion for Local Government NSW to lobby for an industry-funded body to facilitate the best use of post-production open cut mined land in December 2017, with Singleton's second motion for Local Government NSW to lobby the State Government to maintain the current production levy on coal operations in NSW also passed.

The motions followed representations to the NSW Minister for Planning Anthony Roberts and Mining NSW in November.

The significance of the passing of these motions brought the issue of post-production mining land into State significance, reinforcing our position that because every person in NSW reaps the economic benefits from mining, rehabilitation and the planning for highest and best future use of post-production mining land should be an issue for all of us to address.

On a more local level, the formalisation of a Voluntary Planning Agreement (VPA) between Council and

Yancoal associated with its Mount Thorley operations will potentially deliver \$11 million to the community over the next 14 years, including outcomes for the Bulga community.

The life of the agreement comprises \$6.6 million for a Bulga Community Project Fund to support the sustainability of the Bulga village and surrounds. There is also a further \$4.4 million for a Singleton Economic Development Fund to contribute to the economic development initiatives within the Singleton local government area, with a view to reinforcing the future sustainability of the local economy.

There was also plenty of work that happened on the ground. Council's Operational Plan for 2017/2018 included \$18.475 million in capital grants and contributions, and a Capital Works program that saw the Singleton Regional Livestock Market Upgrade completed, new bridges at Brookers Bridge and Gresford Road and a host of water and sewer infrastructure upgrades, including the sewer plant augmentation – UV system and the treated effluent irrigation system.

That's not to say there wasn't time for any fun in 2017/2018. With an increased focus on community engagement and connectivity, Council turned its attention to its annual events calendar, following on from the enormously successful Christmas on John Street in December 2017 with Firelight in April 2018.

Up to 1,500 people gathered on the Civic Centre lawn, enjoying live music and entertainment, eating and drinking the fantastic food and wine on offer and generally having a good time. It was a perfect reminder that the heart of our community lies in bringing people together to share in life's simple pleasures – and why we work so hard to achieve better outcomes for everyone in Singleton.

Thank you and congratulations to my fellow Councillors for a productive and successful year, as well as General Manager Jason Linnane and his staff for their commitment to delivering the services that make Singleton the best place to live, work and do business.

Sue Moore | Mayor of Singleton



FROM THE *General Manager*

It's a remarkably easy exercise to reflect on Council's achievements for 2017/2018. Better yet, it's easy to see improvements across our local government area with almost \$18.5 million in capital works projects that focused on improving community infrastructure. If 2016/2017 was a year for planning and direction-setting, this year was all about getting our hands dirty. And we certainly did that.

Council set an overall target to deliver 95% of our Operational Plan and I'm proud to say we ticked that box, and then some. Some of our stand-out projects included the \$7.73 million Singleton Regional Livestock Market upgrade, delivered in partnership with the NSW Government's Resources for Regions program, as well as the start of construction of the much anticipated Riverside Park on John Street, Singleton.

No less significant were the projects that go to the heart of what it means to live in Singleton. Major rehabilitation and drainage projects were completed on Pictons Lane and Glendonbrook Road; and the heritage-listed 74 George Street got some attention with a new kitchen and carpark to benefit the community groups who use it. There were upgrades to the tennis courts at Howe Park and Bulga; drainage works on Greenwood Avenue; 150m of shared pathway on Blaxland Avenue; and seating and amenities at Albion Park and Broke's McNamara Park.

There's plenty to celebrate in other areas as well. Our DA processing times are among the fastest in the Hunter, making it more attractive to develop in Singleton. We saw the launch of some brilliant new initiatives and programs at Singleton Library, not least the LABrary, which gave our community access to futuristic robotics and digital technology. We now have an exciting events program including the introduction of new community events such as Firelight, held in April.

There has been a renewed approach to ranger services; a change in program for the delivery of water and sewer services; and a strengthening of the relationships with community organisations to deliver even better outcomes for the people of Singleton.

As a significant employer, we led the way with a Domestic Violence partnership with the Singleton Family Support Centre, introducing paid domestic violence leave and educating our staff about how we can all assist our colleagues – male or female – in these situations. And we're smashing benchmarks and achieving an overall significant improvement on all trends in integrated risk management. Best of all, less people are being hurt and seriousness of injuries is reducing.

But we're not resting on our laurels. We asked our community to rank how they thought we were performing in a community satisfaction survey conducted in April 2018. In an unchanged score from the previous survey in 2016, residents' satisfaction rated at 3.28 out of a possible 5. This figure is above the regional average of 3.22. And while 83% of the 503 respondents were at least "somewhat satisfied" with Council's performance across all service areas, people wanted to know more about the management of Council's finances and the way Council is managed.

So I'm happy to say that Council's financial management continued to improve in 2017/2018 as well, in keeping with a capped operational budget and our commitment to operate with greater efficiency. We will deliver a surplus result that keeps us on track for our long-term financial plan, particularly in regard to our Operating Performance Ratio which measures Council's ability to contain operating expenditure within operating revenue. The 2017/2018 ratio saw the result rise from negatives in 2016 and 2017 to 2.66%. We also exceeded the Office of Local Government's 60% benchmark in the Own Source Operating Revenue ratio, measuring Council's reliance on external funding sources such as grants, with a figure of 69%. Council's debt service cover ratio – that is, the availability of operating cash to service debt – also increased to 8.03% from 6.3% in 2017 and 5.7% in 2016. Furthermore, all the indications for the coming year are for more good news with significant work underway in how we approach our financial management.

In a reflection of the changes occurring across our organisation, we also changed our branding and visual image to better reflect our identity as modern and innovative, better positioning Singleton in the global marketplace.

However you want to measure it, 2017/2018 has been abundantly successful for Singleton Council, and most importantly the people of Singleton. But it hasn't happened by accident. I pay tribute to the foresight and fortitude of our Mayor and Councillors in making sometimes difficult decisions in the best interests of our community, putting in train a course of action for our organisation. I acknowledge the relationships we have with all levels of government, government agencies and community organisations that build the basis of a collaborative approach to services for the benefit of our residents. And last but certainly not least, I thank every employee of Singleton Council for their hard work and commitment to best deliver tangible outcomes that make people's lives better and most importantly, continue to create our community.

Jason Linnane | General Manager





OUR Council

Mayor

Cr Sue Moore, Mayor
Lives: Elderslie
First elected to Council: 1999



Cr Godfrey Adamthwaite, Deputy Mayor
Lives: Singleton
First elected to Council: 2008



Cr Sue George
Lives: Singleton
First elected to Council: 2016



Cr Tony McNamara
Lives: Broke
First elected to Council: 1999



Cr Danny Thompson
Lives: Singleton
First elected to Council: 2013



Cr Sarah Lukeman
Lives: Singleton
First elected to Council: 2016



Cr John Martin OAM
Lives: Singleton
First elected to Council: 1965



Cr Val Scott
Lives: Singleton
First elected to Council: 2004



Cr Hollee Jenkins
Lives: Singleton
First elected to Council: 2012



Cr Tony Jarrett
Lives: Singleton
First elected to Council: 2016





Jason Linnane
General Manager



Anthony Egan
Director Corporate and Community



Mark Ihlein
Director Planning and Infrastructure



OUR *Executive*





CORPORATE & COMMUNITY SERVICES

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT & REGULATION

Council has reviewed its program for the release of government information in accordance with section 7. Details of requests for information received by Council for the year ending 30 June, 2018 are as follows:

1 CLAUSE 7 (A)

Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

	Reviews carried out by the agency	Information made publicly available by the agency
7(a)	No	No

2 CLAUSE 7 (B)

The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

	Total number applications received of
7(b)	6

3 CLAUSE 7 (C)

The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	0%

SCHEDULE 2 | STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS

TABLE A | Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total	% Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (application by legal representative)	2	0	0	0	0	0	0	0	2	33%
Members of the public (other)	4	0	0	0	0	0	0	2	4	67%
Total	6	0	0	0	0	0	0	2	6	
% of Total	67%	0%	0%	0%	0%	0%	0%	33%	100%	

*More than one decision can be made in respect of a particular access application. If so, recording must be made in relation to each such decision. This also applies to Table B.

TABLE B | Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total	% Total
Personal information applications*	0	0	0	0	0	0	0	1	1	17%
Access applications (other than personal information applications)	4	0	0	0	0	0	0	1	5	83%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	4	0	0	0	0	0	0	2	6	
% of Total	67%	0%	0%	0%	0%	0%	0%	33%	100%	

A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant being an individual.



TABLE C Invalid applications		
Reason for Invalidity	Number of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

TABLE D Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act		
	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	0	

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

TABLE E Other public interest considerations against disclosure: matters listed in table to section 14 of Act		
	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

TABLE F Timeliness		
	No. of applications*	% of Total
Decided within the statutory time frame (20 days plus any extensions)	5	83%
Decided after 35 days (by agreement with applicant)	1	17%
Not decided within time (deemed refusal)	0	0%
Total	6	

TABLE G Number of applications reviewed under Part 5 of the Act (by type of review and outcome)		
	Decision varied	Decision upheld
Internal review	0	0
Review by Information Commissioner	0	0
Internal review following recommendation under section 93 of Act	0	0
Review by NCAT	0	0

TABLE H Applications transferred to other agencies		
	Number of applicants transferred	% of Total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	

TABLE I APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)		
	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	



ACCESS AND EQUITY

Following consultation and finalisation of the Disability Inclusion Action Plan (DIAP) in 2016/2017, the DIAP continued to be implemented across the organisation.

Singleton Council commissioned an accessibility audit (DIAP Action 2.1) for Council properties including the Council Administration Building, Civic Centre and the Singleton Library (finalised 18/12/2017). A number of accessibility issues were identified including a lack of visibility for the Civic Centre doors. In consultation with Ability Links and the Disability Advisory Committee have completed accessibility works on the Civic Centre doors, and improvements to identified surfaces.

The Strategy and Engagement team implemented a new style guide with a focus on readability and accessibility. As per Page 15 of the style guide Arial is the primary font for all other printed and written communications, including: e-mail, letters, reports and presentations. Minimum size for letters and emails is 12 pt. This is in line with the minimum standard size for readability of everyday documents. The adoption of the style guide for all council communication enhances the accessibility of Council communication to both staff and residents with reduced vision.

The Coordinator Community Participation coordinated accessible events for the Singleton community to great success. All events held by Singleton Council strive to be inclusive and accessible to all of the community. Accessible events held during 2017/2018 include Christmas

on John Street (24/11/2017), Australia Day (26/01/18), and the inaugural Firelights event (14/04/2018). Discussions with Ability Links regarding Council use of the Including You Tent are ongoing as per DIAP Action 1.3. Processes to encourage accessibility at community held events have commenced and are currently under development as per DIAP Action 1.2.

Singleton Library continued to provide resources to assist people with vision or hearing impairment as well as those residents with reduced mobility. In 2017/2018 the library had 1,656 large print books and 1,601 audio books available for loan. Singleton Library also offered access to 1,464 electronic audio books, and 114 electronic magazine titles (and their back issues). Additionally, the Home Library Service provided regular home deliveries to residents with reduced mobility. This included 787 individuals and 60 institutions in 2017/2018 resulting in a combined total of 8978 loans delivered through the Home Library Service.

CONTROLLING INTEREST

Council held no controlling interest in any companies during 2017/2018.

FINANCIAL ASSISTANCE

Under the provisions of Section 356 of the Local Government Act, 1993, Council may, for the purpose of exercising its functions, grant financial assistance to other persons. The following contributions were made during 2017/2018:

General Donations	
Singleton Combined Rural Hall Committee	\$8,000.00
Singleton Mayoral Relief Appeal	\$5,000.00
Jerrys Plains CWA	\$1,000.00
Singleton High School	\$100.00
St Catherines College	\$100.00
Singleton Town Band	\$2,000.00
Northern Agricultural Association	\$6,000.00
Singleton Historical Society	\$500.00
Upper Hunter Eisteddfod	\$1,000.00
Singleton Art Prize	\$7,409.09
Upper Hunter Conservation of Music	\$2,000.00
Singleton Relay for Life	\$484.54
Singleton Tidy Towns Committee	\$350.00
Sub Total	\$33,943.63

Reimbursement of Rates Paid	
Mt Olive Community Centre	\$324.83
Mitchells Flat Recreation Club	\$489.03
Glendon Brook Hall	\$432.90
Bulga Community Centre	\$437.77
Broke School of Arts	\$1,399.25
Whittingham Public School	\$672.13
Warkworth Hall	\$501.01
Glendon School of Arts	\$480.61
Elderslie Hall	\$509.63
Hebden Hall	\$243.82
Branxton Rodeo Committee Incorporated	\$2,297.05
Sub Total	\$7,788.03
Rental Rebates	
Singleton Golf Club Association Inc.	\$18,059.74
Total Contributions & Grants	\$59,791.40



NATIONAL COMPETITION POLICY

Council has adopted the principles of 'competitive neutrality' for its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The "Pricing and Costing for Council Businesses A Guide to Competitive Neutrality", issued by the Department of Local Government in July 1997, has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirement. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, council subsidies, return on investments (rate of return). No individuals are allowed for, or paid.

Declared business activities

In accordance with "Pricing and Costing for Council Businesses - A Guide to Competitive Neutrality", Council has declared that the following are to be considered as business activities.

Category 1	
Name	Activity
Water supplies	Treatment and provision of water services
Sewerage services	Treatment of wastewater and sewer services
Category 2	
Name	Activity
Singleton Regional Livestock Market	Provision of livestock market
Singleton Gym & Swim	Provision of aquatic and gym facilities
Strategic Services Australia Limited	Strategic Services Australia Limited has been established to improve the quality and efficiency of local government services throughout the Hunter, via resource sharing

Included in Council's audited Special Purpose Financial Reports is information pertaining to Council's business activities in relation to the National Competition Policy.

Council has strategic business plans for the Water and Sewer Schemes which include allocation of overheads and other costs between the Water and Sewer Schemes and Council's General Fund.

Council undertakes both construction and maintenance work using a combination of internal and external resources. External contracting for maintenance is on an hourly rate basis and for construction projects it is based on lump sum tenders for a documented scope of works.

Council is now in a position to tender competitively for construction projects and does so only as a second priority to ensuring the needs of its core business are

being met. Council has adopted a Management of Competitive Neutrality Complaints Policy which sets out the procedures for managing the complaints with all matters being directed to the Public Officer for investigation.

Council will aim to respond to the complaint within one month. No competitive neutrality complaints were made against Council during the reporting period; therefore there are no outcomes to report.

The 2017/2018 Operational Plan outlines Council's Pricing Policy which has been established to provide an equitable distribution of the cost of services provided by Council. These services are consumed by various groups and in differing quantities, so it must be determined how the cost of a service is to be distributed among the customers of Council.

PARTNERSHIPS, TRUSTS AND JOINT VENTURES

1. STRATEGIC SERVICES AUSTRALIA LIMITED

Council has an interest in Strategic Services Australia Limited, along with other member councils. The activities of the organisation are not controlled by any one Council. Strategic Services Australia Limited has been established to improve the quality and efficiency of local government service throughout the Hunter.

This organisation was established in January 2003 after receiving Ministerial consent, pursuant to Section 358(1) (a) of the Local Government Act 1993 (as amended). More about this joint venture can be found in Council's Audited Financial Statements.

2. HUNTER RESOURCE RECOVERY

Hunter Resource Recovery Pty Ltd (HRR) is the contract manager of kerbside collection, sorting and marketing of dry recyclables for Council. Singleton, Maitland, Cessnock and Lake Macquarie City Councils jointly own and operate the service. HRR manages the collection and processing contract with Solo Resource Recovery. This company is owned via an equalised service payment across all member councils and paid on the number of collections provided.

PRIVATE WORKS

During 2016/2017 no private works were undertaken requiring a resolution under section 67 of the *Local Government Act 1993*.

RATES AND CHARGES WRITTEN OFF

Rates and charges written off (including rates reduced or waived for pensioners) during the 2017/2018 period comprised:

Pensioner abandonments	\$414,547.95
Postponed rates written off	\$1,748.25
Other abandonments	\$1,575.19
Sub total	\$417,871.39
Less: Pensioner rates subsidies	\$225,730.41
Net Rates and Charges Written Off	\$192,140.98

PLANNING AGREEMENTS

There were five planning agreements in force during 2017/2018 including:

RAVENSWORTH COAL OPERATIONS PTY LTD

This Voluntary Planning Agreement includes \$1.5 million in capital works contributions as well as annual contributions to road maintenance costs and maintenance of capital works effective from 31 December 2014 until the end of mining operations.

LIDDELL COAL OPERATIONS PTY LTD

Council signed a Voluntary Planning Agreement with Liddell Coal Operations that will contribute \$580,000 toward community projects. The signing followed the approval of the Liddell Coal Operations Extension Project on 1 December 2014 and will provide developer contributions for the Singleton Local Government Area in accordance with the agreement.

BULGA COAL MANAGEMENT PTY LTD

A Voluntary Planning Agreement with Bulga Coal Management that will contribute more than \$3.16 million over the life of the extended mine operations and includes contributions to local community projects, projects in the Singleton Local Government Area, road maintenance and local community initiatives.

MT OWEN PTY LTD

A Voluntary Planning Agreement was entered into on 23 February 2017 with Mt Owen Pty Ltd that relates to the continuation of the currently approved open cut mining operations at Mt Owen and Ravensworth East mines located between the townships of Singleton and Muswellbrook.

This Voluntary Planning agreement totals \$1.024 million with funding being allocated to Economic Development Initiatives, completion of the all abilities playground at Rose Point Park and funding towards community events.

WARKWORTH MINING LIMITED AND MOUNT THORLEY OPERATIONS PTY LTD

This Voluntary Planning Agreement was entered on 8 December 2017 with Warkworth Mining Limited and Mount Thorley Operations Pty Ltd which will provide a total contribution of \$11 million over 14 years.

\$6.6 million will be allocated to the Bulga Community Project Fund and \$4.4 million for the Singleton Economic Development Fund. Council has created the Mount Thorley Warkworth Planning Agreement Community Committee to assist Council in engaging with the community to implement the Voluntary Planning Agreement.

During the 2017/2018 financial year a total of \$5.239 million has been received from these planning agreements.

SENIOR STAFF REMUNERATION



AS AT 30 JUNE 2018, COUNCIL EMPLOYED THREE SENIOR STAFF BEING:
General Manager | Director Corporate & Community Services |
Director Planning & Infrastructure

The total expenditure of all remuneration packages paid during the reporting year including the General Manager(s) and Directors was:

	General Manager	Directors (2)
Total value of salary component of package	\$261,635.21	\$392,377.64
Total amount of any bonus payments, performance or other payments that do not form part of salary	\$0.00	\$0.00
Total payable superannuation (salary sacrifice and employer's contribution)	\$26,912.19	\$37,462.59
Total value of non-cash benefits (motor vehicle allowance)	\$23,783.18	\$31,313.72
Total payable fringe benefits tax for non-cash benefits	\$0.00	\$0.00
Total Remuneration Package	\$312,330.58	\$461,153.95

SPECIAL RATE VARIATION

SPECIAL RATE VARIATION - ROAD INFRASTRUCTURE MAINTENANCE, RENEWALS AND NEW WORKS

Council applied for a Special Rate Variation in 2013/14. This application was approved by IPART on 3 June 2014 and adopted by Council on 16 June 2014. The rate increase is effective from the 2014/15 rating year with a 5% rate increase over and above the rate peg limit and is to remain in Council's rate structure.

The Special Rate Variation is to fund additional road related works as identified in Council's Transport Asset Management Plan.

The Special Rate Variation will allocate an additional \$8 million over 10 years to the following activities:

- \$250,000 per year to fund road infrastructure maintenance (heavy patching)
- \$250,000 per year to fund new road infrastructure (sealing of unsealed roads)
- The remainder to fund road infrastructure renewal (resheeting of unsealed roads)

Budgeted and completed works from the Special Rate Variation for 2017/2018 include:

Works	Budget	Spent	Works undertaken
Heavy Patching	\$250,000	\$250,000	Andrew St, Army Camp Rd, Carrowbrook Rd, Cessnock Rd, Edward St, Elderslie Road, Falbrook Rd and Glendon Ln
Sealing of Unsealed Roads	\$250,000	\$250,000	Putty Valley Rd, Pioneer Rd & Pictons Ln
Gravel Road Resheeting	\$262,026	\$262,026	Long Gully Rd, Mount Royal Rd Butlers Rd, Mirannie Rd, Carrowbrook Rd, Doyles Creek Rd, Dyrring Rd, Hamiltons Crossing Rd, Iron Bark Ln and Lemington Rd

On 17 May 2016 the Independent Pricing and Regulatory Tribunal (IPART) approved an application from Council to increase rates by 9.75% per year for four years which includes the rate peg. For the 2016/2017 financial year the rate peg was determined at 1.8% and 2.5% has been assumed for the subsequent years. The actual increase in general income in the 2017/2018 will be less than 9.75% as an existing special rate variation of 5.5% expires on 30 June 2017. The actual increase in Council's general income is estimated to be 39.80% over the four years. The special rate variation will then remain in Council's general income base permanently.

The increase will generate an additional \$6.25 million over the first four years to fund infrastructure renewal as identified in Council's Asset Management Plans for roads, bridges, footpaths, buildings, stormwater drainage, parks and playgrounds.

Works funded from this Special Rate Variation for 2017/2018 include:

Works	Budget	Spent	Balance	Comments
Oak Park Bridge Replacement Middle Falbrook Road	93,820	5,875	87,945	Carried over
Pitt Street Drainage	92,216	15,427	76,789	Carried over. Design completed
Glendonbrook Road	84,235	84,235	Nil	Completed

2016/2017 SRV – Buildings Component

Works	Budget	Spent	Balance	Comments
74 George St – Moisture Issues	135,000	66,350	68,650	Carried over
CBD toilet Upgrade	60,000	47,289	12,711	Completed
Gym and Swim – Pool Deck Paintings	55,000	24,675	30,325	Completed
Lighting Upgrade at the Auditorium	15,000	28,396	-13,396	Completed
Regional Livestock Market Upgrade	1,210,000	1,210,000	Nil	Completed

2016/2017 SRV – Transportation Component

Works	Budget	Spent	Balance	Comments
Blaxland Ave Shared Path	146,000	143,869	2,131	Completed

2016/2017 SRV – Drainage Component

Works	Budget	Spent	Balance	Comments
Greenwood Avenue – Upgrade pipe works from New England Highway to Ardersier Drive	175,000	50,638	124,362	Completed

2016/2017 SRV – Open Space Component

Works	Budget	Spent	Balance	Comments
Albion Park – Light Pole Replacement	10,000	11,380	-1,380	Completed
Howe Park – Seating Upgrade around Oval	25,000	16,206	8,794	Completed

STORMWATER LEVIES AND CHARGES

Council has adopted a Stormwater Management Plan (SWMP) for the management of stormwater. The SWMP ensures issues relating to stormwater are implemented to be sustainable and provide real gains in environmental management.

THE FOLLOWING CHARGES APPLIED IN 2017/2018:

Residential lots: \$25.00	Residential strata lots: \$12.50	Business lots: \$25.00 for every 350m ² up to a maximum charge of: \$100.00
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A voluntary pensioner rebate was applied to properties where any or all owners were an eligible pensioner.



EXPENDITURE

The projected expenditure on stormwater management works and services in 2017/2018 was \$133,213. These funds were allocated to the following projects:

Project	Budget	Actual Spend
Water quality monitoring	\$20,000	NIL
Installation & maintenance of stormwater quality improvement devices	\$103,213	\$189,904
Community education on stormwater	\$5,000	\$1,640
Community projects such as signs on stormwater pits	\$3,000	NIL
Posters, brochures/leaflets for distribution to the community	\$1,000	NIL
Public exhibition in schools/shopping centres	\$1,000	NIL



Projected total spend
\$133,213



Actual costs
\$191,544

The budget allocation was exceeded within the financial year however savings from previous years covered the expenditure

WATER QUALITY MONITORING

During 2016/2017, Council was reviewing the Urban Stormwater Management Plan and prioritising improvement works including those pertaining to stormwater quality. It was decided to delay stormwater quality monitoring until these works were prioritised so monitoring could be coordinated with these improvements. It is anticipated that a contractor will be engaged in the 2018/2019 financial year to undertake this work.

COMMUNITY EDUCATION ON STORMWATER QUALITY

During 2017/2018, Council continued with passive stormwater education including providing The Drain is just for Rain educational material on our website and display materials in our Customer Service Centre. The Drain is just for Rain promotional materials were also distributed to schools and community groups at their request.

The signage and litter bags were also made available to the Lions Club during school and public holidays at the Visitors Information and Enterprise Centre for distribution to visitors to the region.

PRIVATE SWIMMING POOL INSPECTIONS

<div>134 POOLS</div> <div>Private swimming pools inspected by Council during 2017/2018</div>	Type of private swimming pool inspections	Inspections
	Inspections of tourist and visitor accommodation	0
	Inspections of premises with more than 2 dwellings	0
	Inspections Resulted in Council issuing:	
	A certificate of compliance under section 22D of the Swimming Pool Act 1992	115
	A certificate of non-compliance under clause 18BA of the Swimming Pools Regulation 2008	19



FINANCIAL INFORMATION

Council's Audited Financial Statements and Auditors' Reports for the year ended 30 June 2018 were presented to the public at the Council meeting held on 19 November 2018.

The financial statements were prepared in accordance with the requirements of Section 413 of the Local Government Act, 1993 and audited by Council's auditors, Audit Office of New South Wales.

Council's General Purpose Financial Statements for the year ending 30 June 2018 shows a net operating result for the year before grants and contributions provide for capital purposes a surplus of \$1,634 million. This result is an improvement on Council's Original Budget forecast of a deficit of \$292 thousand.

The financial statements are attached to the Annual Report and is also available on Councils website.



COMPANION ANIMALS

DEVELOPMENT & ENVIRONMENT

Singleton Council Rangers are responsible for enforcing companion animal laws within the LGA and for providing ongoing education and advice to the community about responsible pet ownership. In 2017/2018, Council spent \$243,079.76 on companion animal activities, and received \$57,428.11 in companion animal fund money.

ANIMALS CURRENTLY WITHIN THE LGA

The New South Wales Companion Animals Register indicates that there are currently 17,769 identified companion animals in the Singleton Local Government Area, including:



Cats
3,077



Dogs
14,692



New South Wales Companion Animals Register identified only 9,784 (55%) animals are currently lifetime registered in NSW



Cats
1,435



Dogs
8,349

This deficit (7,985) may partially be attributed to animals within the LGA that are not yet old enough to be registered or are exempt from lifetime registration. Also a lack of understanding by owners of the 2 part requirement of identifying and then lifetime registering also contributes to the deficit. Rangers will continue to provide a public education campaign, via social media and the Council website to further reduce these numbers.

Council's Rangers actively seek to identify and engage with persons who have otherwise failed to identify and register their companion animals and will continue working towards reducing the number of unregistered companion animals within the LGA.

Council staff also initiated reminder letters being sent to owners of identified only animals, to inform/ remind the owners of the legislative requirement to lifetime register their animals. This has had success in increasing the number of registered companion animals within the LGA.



222
TOTAL

IMPOUNDED ANIMALS

Council's Rangers during the 2017/2018 financial year



Cats
40



Dogs
182



82 Animals returned to owner



9 Animals have been rehomed



38 Animals have been euthanised



93 Released to Animal Rescue

- 82 animals were returned to their owner
81 dogs & 1 cats

- 9 animals were rehomed
3 dogs & 6 cats

- 38 animals were humanely euthanized
32 dogs & 6 cats

- 93 animals released to Animal Rescue
66 dogs & 27 cats

DOG ATTACKS

In 2017/2018, we recorded reports of 87 alleged dog attacks, the result of investigations are:

- 45 incidents were closed due to lack of information
- 10 warning letters were issued to owners
- 1 dog was seized and taken to pound
- 3 dogs were declared dangerous
- 1 dog involved in a dog attack was euthanized
- 1 dog was declared menacing
- 0 wild dog reports
- 17 verbal warnings were issued to owners
- 1 dog was voluntarily euthanized by the owner
- 8 PIN's were issued
- 0 police initiated/controlled investigations

ANIMALS SUBJECT TO CONTROL ORDERS

As of the end of the 2017/2018 financial year, Singleton Council had 41 animals within its LGA that were subject to control orders, including:

- 5 existing declared dangerous dogs
- 4 new declared dangerous dogs
- 3 dogs classified as menacing
- 21 dogs that are restricted breeds
- 8 dogs pending breed assessments

Council Rangers are responsible for monitoring compliance with control orders and continually do so through the provision of advice and information for owners of newly declared animals, and regular programmed compliance checks thereafter.

Rangers have also recently procured the approved and required signage and collars, which are available for purchase at the Customer Service Counter at the Civic Centre, to date the only place they may be purchased from, in the LGA. Rescue groups, have been handed out to owners by Rangers.

Rangers also continue to ensure that all animals processed through the pound are permanently identified and lifetime registered prior to their release, whether returning to owners or going to rescue groups.

Council's Rangers continue to work with the Media and Communications team to promote responsible pet ownership and help locate the owners of impounded animals through the web and social media. Council continues to experience overwhelming success with reuniting lost pets with their owners through social media networks.

ALTERNATIVES TO EUTHANASIA

Due to the cost, lack of available space at the pound, staffing and liability issues, Council has, at times, been forced to abandon its internal adoption program for unclaimed animals. This has not resulted in any noticeable increase in euthanasia figures as Rangers have continued to maintain their excellent working relationships with over 39 different rescue and rehoming organisations throughout New South Wales, and have established further new contacts within NSW and interstate.

OFF LEASH AREAS FOR DOGS WITHIN THE LGA

Council offers a single off-leash dog area located at Merricks Fire Brigade Park, Darlington Road, Singleton. This area is fenced, provides a 'time-out' area for dogs that become over stimulated and provides bags and bins for the disposal of animal waste. The park and off-leash area is open twenty-four hours per day, seven days per week.





CONTRACTS OVER \$150K

GOVERNANCE

Contractor Name	Nature of Goods or Services	Contract price of service estimate excluding GST
BJ's Workwear Pty Ltd	Supply of PPE Uniforms - 2 year period	Schedule of pricing
Diona Pty Ltd	Design and Construction of UV Disinfection System at Singleton's Water Treatment Plant	\$1,248,910.56
Medvet Science Pty Ltd; Safe Work Laboratories	Provision of Drug and Alcohol Services	Schedule of rates
J & M Roadmarking; Whiteline Road Services Oz Linemarking; Workforce Road Services;	Provision of Line Marking Services - 24 month with option	Schedule of rates
Watchout Training and Traffic Control; Professional Traffic Solutions; Men at Work	Provision of Traffic Control Services - 24 month with option	Schedule of rates
Active Tree Services Pty Ltd; UAM Pty Ltd	Provision of Tree Maintenance - 24 month with option	Schedule of rates
Diona Pty Ltd	Civil Works Associated with Drying Bed Modifications at Singleton's Sewage Treatment Plant	\$324,142.00
KCE Pty Ltd	Construction Works Associated with Upgrade to Moses Crossing and Lemington Road Rehabilitation	\$479,300.00
Irwin Fencing Pty Ltd; D & P Fencing Contractors; Guardrail Systems Pty Ltd	Supply of Road Safety Barrier Systems - Supply and Installation	Schedule of rates
Ingal Civil Products; GRI Road Services	Supply of Road Safety Barrier Systems - Supply of Road Safety Barrier	Schedule of rates

DELEGATIONS OF EXTERNAL BODIES

All external bodies that during the year exercised functions delegated by Council were:

1 SECTION 355 COMMITTEES AS FOLLOWS

- Australia Day Committee
- Singleton Sports Council Committee

2 UPPER HUNTER WEEDS AUTHORITY

- 3 Singleton Council has, pursuant to Section 377 of the Local Government Act, 1993, delegated Hunter Resource Recovery (HRR) the function of providing a waste recycling service being a service and/or facility and/or activity within the meaning of Section 24 of the Act. Hunter Resource Recovery provides Council's kerbside recycling service, and is jointly owned and operated by Cessnock, Lake Macquarie, Maitland and Singleton councils. HRR manages the kerbside recycling collection services contract with Solo Resource Recovery and subsequent recyclables processing by Visy Recycling, as well as individual "drop off"

ELECTED MEMBERS' EXPENSES

Singleton is classified as a "Regional Rural" council for the purpose of determining fees payable to elected members. The fees below represent the maximum fee payable for this category. Singleton Council has a popularly elected Mayor and nine Councillors. Council has a policy on Councillors Expenses and Facilities.

The objectives of the policy are to comply with the provisions of Section 252 of the Local Government Act, 1993 and to:

- Enable the reasonable and appropriate reimbursement of expenses incurred by councillors while undertaking their civic duties
- Enable facilities of a reasonable and appropriate standard to be provided to councillors to support them in undertaking their civic duties
- Ensure accountability and transparency in reimbursement of expenses and provision of facilities to councillors
- Ensure facilities and expenses provided to councillors meet community expectations
- Support a diversity of representation
- Fulfil the council's statutory responsibilities

Fees	
Mayoral fee (excluding Councillor fee)	\$42,120.00
Councillors' fees	\$193,100.00
Total	\$235,220.00

During the current reporting year, \$92,391.45 was expended on the provision of Councillor facilities and the payment of Councillor expenses, which included payments for the following:

Provision of dedicated office equipment allocated to Councillors	\$8,774.83
Provision of smart phones, ipads and telephone calls made by Councillors	\$7,066.05
Attendance of Councillors at conferences and seminars	\$25,725.85
Training of Councillors and provision of skill development	\$0.00
Interstate visits by Councillors, including transport, accommodation and other expenses	\$0.00
Overseas visits, including transport, accommodation and other expenses	\$0.00
Expenses of any spouse, partner or other person who accompanied a Councillor	\$0.00
Expenses involved in the provision of care for a child or immediate family member of a Councillor	\$0.00
Catering, corporate wardrobe, insurance and travelling expenses	\$50,824.72

LEGAL PROCEEDINGS

Matter	Cost incurred in 2017/2018	Status
Rate and debt recovery action	\$97,862.64	Total costs associated with debt recovery action are recouped from the relevant debtors. The amount recouped \$105,501.95.
Attorney General of NSW at The Plains Clans of the Wonnarua People. Federal Court Proceedings NSD1093 of 2012 and NSD1680 of 2013	It is unknown at this stage as to the financial implications of the matters, as the Court are still involved in preliminary interlocutory matters between the parties.	Council has been added as a party to the proceedings. However, there are still preliminary interlocutory proceedings under way between the Applicant and Respondent.
Advice regarding drain construction at 712 Hermitage Road, Pokolbin	Compensation is to be paid by Council in the amount of \$10,500 plus any GST arising. Legal costs at this time are not able to be estimated.	Council has entered into a Deed with the property owners.
Singleton Council at Scott Land and Environment Court Class 1 Proceedings	Council has paid legal costs up to 30 June 2018 in the amount of \$27,554.57 including GST.	This matter was before the Land and Environment Court on 21, 22 and 23 August 2017. The Commissioner upheld the Appeal and no orders were made as to costs.
Singleton Council at Cardiff Holdings Pty Ltd Land and Environment Court Class 1 Proceedings	Council has paid legal costs up to 30 June 2018 in the amount of \$38,640.07.	This matter was before the Land and Environment Court on 27 June 2018 for a Consent Orders Hearing. The Appeal was upheld subject to conditions with no orders as to costs.



OVERSEAS VISITS

No overseas visits occurred during the 2017/2018 period.

PUBLIC INTEREST DISCLOSURES

Council adopted a revised Public Interest Disclosures Internal Reporting Policy on 18 September 2017.

Singleton Council 2017/2018	
Number of public officials who made public interest disclosures to your public authority	0
Number of public interest disclosures received by your public authority	0
Of public interest disclosures received, how many were primarily about:	0
Corrupt conduct	0
Maladministration	0
Serious & substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
Number of public interest disclosures that have been finalised in the 2017/2018 reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
Council has met its obligation in relation to staff awareness of its Public Interest Disclosures Internal Reporting Policy by delivering training to all staff and Councillors and incorporating this information into the staff induction process.	

IN THE CHAMBERS



Total of Council Meetings in 2017/2018
11 ordinary
1 extraordinary

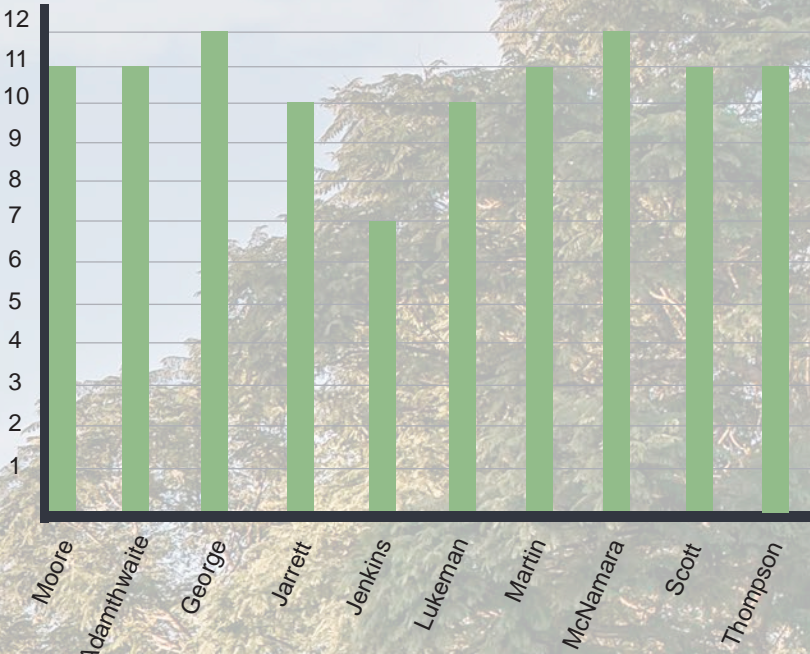
There were 11 ordinary meetings and one extraordinary meeting of Singleton Council in 2017/2018.

A total of 127 meeting actions were processed and 33 people addressed the elected Council in public access.

There were 8 formal responses provided to Questions from Councillors at Council meetings in 2017/2018.

In addition to the Council Meetings, 22 Briefing evenings and 9 Councillor Roundtable Discussions were held in 2017/2018.

Councillor attendance at Meetings 2017/2018:





FAIR AND EQUAL EMPLOYMENT

FOSTERING A RESPECTFUL AND INCLUSIVE CULTURE

Singleton Council has a contemporary workforce that reflects the demographics of the community we serve, and we believe our inclusive and collaborative culture contributes to our success.

Singleton Council's Equal Employment Opportunity (EEO) Management Plan 2018-2021, which was endorsed in June 2018, sets out Council's commitment to providing a

workplace that is free from discrimination and harassment and provides equal employment opportunities to current and prospective employees.

The implementation of this plan will continue to support initiatives that ensure Singleton Council has a diverse and engaged workforce in order to provide the best possible service to our Community.

HIGHLIGHTS

Fostering a culture of mutual trust and respect is embedded in Council's Workforce Plan: Our People Strategy 2017 – 2021. Recognising the value of a collaborative, diverse and inclusive workforce forms part of our goal to be an Employer of Choice.



61 POSITIONS RECRUITED
62% FILLED BY FEMALE APPLICANTS

✓ Singleton Council's Equal Employment Opportunity (EEO) Management Plan 2018-2021



Of recruitment activities undertaken in FY17/18 were successfully filled by our employees

✓ Dignity and Respect in the Workplace (training) was rolled out to all Singleton Council Employees in 2017/2018

WORKFORCE COMPOSITION 2017/2018

	Workforce Representation		Females		Males		Unspecified	
Full time	169	71.30%	79	33.33%	90	37.98%	0	0.00%
Part time	23	9.70%	21	8.86%	1	0.42%	1	0.42%
Casuals	27	11.40%	25	10.55%	2	0.84%	0	0.00%
Fixed Term/ Temporary	18	7.60%	11	4.64%	7	2.96%	0	0.00%
Total Employment	237	100.00%	136	57.38%	100	42.20%	1	0.42%

FLEXIBILITY AND SUPPORT TOOLS

Singleton Council is continually developing policies and programs to support greater workplace flexibility. During 2017/2018 over six per cent of our workforce utilised various flexible working arrangements, including conversions from full-time to part-time employment, condensed full time hours and change in regular work patterns, parental leave, carer's leave, purchased additional leave and a phased transition to retirement.

Singleton Council is committed to creating an environment where our employees feel safe and are confident in seeking support from domestic violence. To ensure we are supporting those employees who are directly affected by Domestic Violence, in 2017/2018 Council introduced up to 10 days of paid special leave per annum. This leave may be utilised for legal assistance, court appearances, counselling, relocation or to make safety arrangements.



OUR PEOPLE

Singleton is a creative, vibrant, inclusive, safe and healthy community. Singleton Community is resilient, informed, connected and engaged.

1.1: Provide services and facilities that meet the needs of our Community at different stages of life

1.1.1: Integrate Council's Community Development Strategies to encompass all stages of life and community

Code	Action	Position	Status	Progress	Comments
1.1.1.1	Review and integrate a minimum of three strategies annually	Manager Strategy & Engagement	Completed	100%	All community development related strategies were integrated into a single Community Development Management Plan which was adopted by Council on 05 Jul 17. This included strategies relating to Older People, Multicultural Groups, Young People and Children. The Disability Inclusion Action Plan was also adopted by Council on 05 Jul 17.

1.1.2: Deliver or facilitate the delivery of all priority actions from Council's Community Development Strategies including actions relating to youth, ageing, disability and inclusion, cultural, social, recreational and leisure aspects and aboriginal engagement

Code	Action	Position	Status	Progress	Comments
1.1.2.1	Deliver or facilitate >95% delivery of 2017/2018 actions from the Community Development Strategies including Ageing, Disability Access and Inclusion and Multicultural	Coordinator Community Services	Completed	100%	Of the 63 actions to be delivered 98% have been completed with 2% continuing in to 2018/2019 financial year.

1.1.3: Deliver quality cost effective management of the Singleton Visitor Information and Enterprise Centre to maintain accreditation

Code	Action	Position	Status	Progress	Comments
1.1.3.1	Engage with >22,800 visitors, >8,000 enquiries, >360 bookings and 12,000 online interactions per annum for the Singleton Visitor Information and Enterprise Centre	Coordinator Information Management & Customer Service	Completed	100%	Visitor Information targets exceeded for 2017/2018.

1.1.4: Deliver quality cost effective Long Day Care to meet the National Quality Framework

Code	Action	Position	Status	Progress	Comments
1.1.4.1	Long Day Care assessment and rating achieves "meets" or "above", capacity is maintained above 90% and debtors managed <\$5,000	Coordinator Community Services	Completed	100%	Long Day Care assessment and ratings "meets" standards. Average service capacity for 2017/2018 is 94.41%. Debtors as at 30 June 2018 \$2612.10. Targets have been met.

1.1.5: Deliver quality cost effective management of the Mobile Preschool

Code	Action	Position	Status	Progress	Comments
1.1.5.1	Mobile Preschool capacity is maintained above 90% and debtors managed <\$3,000	Coordinator Community Services	Completed	100%	Average service capacity for 2017/2018 is 62.38% and 68.44% capped with 2 year olds. Debtors as at 30 June 2018 \$237.60. Debtor target has been met, capacity target being worked towards with marketing taking place to increase awareness and enrolments.

1.1.6: Deliver quality cost effective Out of School Hours (OOSH) to meet National Quality Framework

Code	Action	Position	Status	Progress	Comments
1.1.6.1	OOSH assessment and rating achieves meeting or above, capacity is maintained above 90% and debtors managed <\$5,000	Coordinator Community Services	Completed	100%	OOSH assessment and ratings "meets" standards. Average service capacity for 2017/2018 vacation care is 97%. As at 30 June 2018 - before school care 96% and after school care 104.9%, debtors \$2,924.23 targets have been met.



1.1.7: Deliver quality cost effective management of Library Services to meet Living Learning Libraries NSW Standards

Code	Action	Position	Status	Progress	Comments
1.1.7.1	Develop an innovative regional library management system	Coordinator Community Services	Completed	100%	A combined cloud hosted Library Management System has been implemented under a consortia model with Muswellbrook and Upper Hunter through Aurora Information Technology.
1.1.7.2	Library services benchmarks are met at baseline standard or above, engage annually with >9,0000 visitors, >108,000 loans and >12,000 online interactions	Coordinator Community Services	Completed	100%	Of 16 applicable standards - 6 are being met at baseline level, 2 at enhanced level, 3 at exemplary level and 5 working towards. The library has had 69,056 visitors and is working towards the target with strategies in place to increase numbers. There have been 111,359 loans exceeding target. Online interactions have exceeded target with 31,618 web visits, 7,634 digital loans, & 37,484 Facebook post engagements.

1.1.8: Deliver quality cost effective management of Youth Services

Code	Action	Position	Status	Progress	Comments
1.1.8.1	Engage with a minimum 4,000 visitors, 24,00 online interactions, 6 external organisations utilising Youth Services site	Coordinator Community Services	Completed	100%	Engaged with 15,470 visitors, 2,781 online interactions via Facebook engagement, 26 external organisations utilising the site. All targets have been exceeded.

1.2: Provide social, recreational and cultural services which educate, inspire and entertain

1.2.1: Integrate Council's Cultural, Social and Recreational Development Strategies

Code	Action	Position	Status	Progress	Comments
1.2.1.1	Review and integrate a minimum of three Cultural, Social and Recreational Development Strategies annually	Manager Strategy & Engagement	Completed	100%	All Community Development related strategies were integrated into a single Community Development Management Plan which was adopted by Council on 05 July 2017. This included strategies relating to Older People, Multicultural Groups, Young People and Children. The Disability Inclusion Action Plan was also adopted by Council on 05 July 2017.

1.2.2: Deliver or facilitate the delivery of all priority actions from Council's Cultural Development Strategy

Code	Action	Position	Status	Progress	Comments
1.2.2.1	Deliver or facilitate the delivery of >95% of 2017/2018 actions from the Cultural Development Strategy	Manager Strategy & Engagement	Progressing	60%	Council does not currently have a cultural development strategy. A section of the Future Plan for Singleton will address Arts & Cultural outcomes and actions. This element is in draft with input being drawn from the previously unpublished Arts & Cultural Strategy and in consultation with community groups. It is expected that a draft will be complete by April 19. Major actions in this element include pursuit of funding for local cultural programs, an exhibition space and local networking. Note that in the meantime, collaboration with Arts Upper Hunter on a regionally based strategy has continued. Council is also working with the NSW State Government(Cultural Infrastructure Project Management Office) on the Cultural Infrastructure Plan. An Exhibition Space is high priority in this process.

1.2.3: Deliver library & learning programs for all ages

Code	Action	Position	Status	Progress	Comments
1.2.3.1	Deliver a minimum of 5 literacy, 5 recreational, 2 educational based programs, facilitate a minimum 5 social based programs and engage >14,000 participants annually	Coordinator Community Services	Completed	100%	Delivered 7 literacy, 10 recreational and 7 educational based programs, facilitated 7 social based programs, engaging 14,721 participants over 686 sessions. Targets have been met.

1.2.4: Deliver library resources & history services for all ages

Code	Action	Position	Status	Progress	Comments
1.2.4.1	>20% of the collection is selected by the community, >4 Community Buying Days and 4 history/ heritage activities delivered	Coordinator Community Services	Completed	100%	91.42% of stock suggestions satisfied. 33.55% of selections made by the community. 5 community buying days held. 14 history/ heritage activities held, engaging 854 participants. Targets have been met.





1.2.5: Deliver youth programs providing support, social and wellbeing initiatives for young people

Code	Action	Position	Status	Progress	Comments
1.2.5.1	Deliver a minimum of 6 recreational/social skills based programs, engaging >4,000 participants	Coordinator Community Services	Completed	100%	Delivered 21 recreational/social skills based programs, engaging 4,209 participants over 439 sessions. Targets have been met.

1.3: Promote, facilitate and provide services for public health, healthy living and lifestyles

1.3.1: Provide regulatory and education services to facilitate good public health standards in local food premises

Code	Action	Position	Status	Progress	Comments
1.3.1.1	Review and implement a food handling and premises education program for the promotion of best practice	Environmental Health Officer	Completed	100%	New "I'm ALERT" online training program sourced, developed and implemented November 2017.

1.3.2: Provide education and regulation to facilitate compliance with swimming pool standards

Code	Action	Position	Status	Progress	Comments
1.3.2.1	Conduct >575 inspections as scheduled in swimming pool compliance program	Coordinator Regulatory Services	Progressing	70%	Approximately 150 inspections of properties with swimming pools conducted. Further inspections scheduled as part of the 2018 Swimming Pool Compliance Audit Program

1.3.3: Address healthy living and lifestyles as part of Council's Community Development Strategies

Code	Action	Position	Status	Progress	Comments
1.3.3.1	Ensure revised Community Development Strategies include healthy living and lifestyle actions as appropriate	Manager Strategy & Engagement	Completed	100%	The revised Community Development Management Plan includes strategies for Healthy Living and Lifestyle. In addition, the new Council Socio-Economic Management Plan and Event Program both target Healthy Living and Lifestyle.

1.4: Collaborate with Government and other agencies to improve services relating to but not limited to health, education, integration, connectivity, security and wellbeing

1.4.1: Collaborate with Service Providers, other Councils and Government Agencies for the provision of quality services for the Singleton Community

Code	Action	Position	Status	Progress	Comments
1.4.1.1	Annually review the charter for Interagency to ensure relevance and focus	Manager Strategy & Engagement	Completed	100%	Consultation with current Interagency committee members was undertaken in February. Council will continue to maintain the current role of the Interagency whilst looking for ways to engage to develop a baseline assessment of the Singleton Community. Interagency members have expressed a desire for the charter to remain as is for the time being.
1.4.1.2	Attend a minimum of 6 Interagency meetings annually	Manager Strategy & Engagement	Completed	100%	Interagency Meetings held on 9 August, 2017, 11 October 2017, 14 February 2018, 11 April 18 and 15 May 18 and 13 June with the commitment for this year met.
1.4.1.3	Collaborate to deliver the outcomes of Upper Hunter Workforce Plan	Manager Strategy & Engagement	Completed	100%	Singleton Council now chairs the Upper Hunter Workforce Planning Group. The Upper Hunter Tourism project was delivered in May 18. Participant uptake of the program was relatively low so additional efforts will be undertaken in the 2018/19 to look at boosting employment prospects in the tourism sector. A decision was made at the March 18 meeting to connect this working group with the Upper Hunter Economic Diversification Working Group to ensure links are maintained. Work continues to ensure a coordinated effort across employment, education and training.





1.5: Facilitate and support programs and activities which promote inclusion and celebrate diversity
 1.5.1: In partnership with the Community strengthen local arts and culture

Code	Action	Position	Status	Progress	Comments
1.5.1.1	Deliver a minimum of 4 programs with activities that engage a minimum 500 participants and a minimum 4 partnerships	Manager Strategy & Engagement	Completed	100%	The Upper Hunter Arts Trail was collaboratively delivered with Upper Hunter Councils and Arts Upper Hunter and was held on the weekend of 18 & 19 November. A new Community Participation position has now been filled and is working to integrate Arts & Cultural activities into the local event landscape. NAIDOC Week was held in July with approximately 100 attendees. A Food & Fire event ('Firelight') was held in April 18 with approx. 2,000 attendees and a partnership with Singleton High School has delivered an aboriginal mural project which was completed by NAIDOC week 2018.

1.5.2: In partnership with the Community facilitate events that celebrate and enhance Singleton's liveability, wellbeing and prosperity

Code	Action	Position	Status	Progress	Comments
1.5.2.1	Deliver >4 events, with a minimum of 3000 participants and a minimum 4 partnerships	Manager Strategy & Engagement	Completed	100%	Christmas on John Street was held on 24 Nov 17 with approx. 8,000 attendees. A community event was held on Australia Day with approx. 2000 attendees. 'Firelight' event was held in April with around 2,000 attendees and Council partnered with the Business Chamber to hold the Coal Festival which attracted approx. 2,000 attendees. Council also partnered with Ourcare to deliver Seniors Week. An event was held for Harmony Day in the Singleton Library. Total event attendance around 14,000.

OUR PLACES

Singleton is a well-planned, sustainable, accessible and safe community with vibrant spaces and places.

2.1: Provide safe and well-maintained facilities and infrastructure
 2.1.1: Prepare and implement "works as executed" process for all projects listed in the Capital Works Program

Code	Action	Position	Status	Progress	Comments
2.1.1.1	Complete 100% "works as executed" inspections and record keeping for projects listed in 2017/2018 Capital Works Program	Asset Commissioning Officer	Completed	100%	All required tasks completed.

2.1.2: Complete updated condition and risk assessments on critical assets as identified in Asset Management Plans

Code	Action	Position	Status	Progress	Comments
2.1.2.1	Complete 100% update of Asset Register including risk register for roads and drainage	Coordinator Infrastructure Planning Completed	Completed	100%	Road register completed 100%. Planned program in 2017/2018 for drainage data collection and verification completed

2.1.3: Implement "Human Settlement (Heritage)" theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
2.1.3.1	Deliver or facilitate 100% delivery of the 2017/2018 Heritage actions	Coordinator Planning & Development Services	Progressing	65%	Interim arrangements made to replace Heritage Advisor and provide support to progress heritage actions.





2.1.4: Improve the visual aesthetics of the main thoroughfare of Singleton

Code	Action	Position	Status	Progress	Comments
2.1.4.1	Develop a plan for the Singleton Thoroughfare Enhancement Program	Manager Infrastructure Delivery	Progressing	50%	Awaiting approval from Roads and Maritime Service for extension of the Roads Maintenance Council Contract to include from Newington Lane to Magpie Street. Discussions with ARTC in relation to Gowrie Gates has occurred with plant species selection and options for bridge artwork being completed.

2.1.5: Implement the Singleton Open Space and Recreational Needs Strategy

Code	Action	Position	Status	Progress	Comments
2.1.5.1	Deliver 100% of the Singleton Open Space and Recreational Needs Strategy 2017/2018 actions	Coordinator Infrastructure Programming	Completed	100%	All actions identified as part of the 2017/2018 Open Space and Recreation Needs Strategy completed.

2.1.6: Maintain Singleton's open spaces in line with the Service Level Agreements

Code	Action	Position	Status	Progress	Comments
2.1.6.1	Review and implement >90% of service level agreements for Open Space	Coordinator Recreation & Facilities	Progressing	95%	Draft Service Level Agreements have been developed for Open Space. Current levels of service continue to be implemented to maintain open space.

2.1.7: Improve the usability and services provided by Council's business assets

Code	Action	Position	Status	Progress	Comments
2.1.7.1	Develop an Enhancement Program for key business assets including Lake St Clair, Singleton Gym and Swim Complex, Singleton Livestock Markets Complex	Coordinator Infrastructure Programming	Completed	100%	All actions associated with the Enhancement Program for key business assets including Lake St Clair, Singleton Gym and Swim Complex, Singleton Livestock Markets Complex have been completed.

2.1.8: The Civic precinct is well maintained and accessible

Code	Action	Position	Status	Progress	Comments
2.1.8.1	Promote the services, capacity and availability of the Civic Centre	Civic Centre Supervisor	Completed	100%	Online Booking System fully operational with both internal and external quote templates finalised. New seating plans for theatre style seating complete (4 options), facility information package draft complete, Ball/Dinner seating plan with marketing to finalise (3 options). Centre information pack will be complete once we receive the last of the floor plans from marketing. Awaiting results from grant applications for sound upgrade and court yard upgrade. Service Delivery Review at completion stage supported by development of marketing and business plans.
2.1.8.2	Review and implement >90% of the service level agreement for Civic Services	Manager Infrastructure Delivery	Completed	100%	Service levels for the Civic Centre have been completed capturing maintenance and operations requirements.

2.1.9: Deliver Local & Regional Road Maintenance Program

Code	Action	Position	Status	Progress	Comments
2.1.9.1	Review and implement >90% of service level agreements for local & regional roads	Coordinator Delivery	Progressing	95%	Open space asset classes now determined and agreed on - Quality Management Plan format determined and being drafted. Draft SLA in progress, road assets currently maintained in accordance with available budget and draft standards outlined in SLA and road management strategy.

2.1.10: Deliver CBD Maintenance Program

Code	Action	Position	Status	Progress	Comments
2.1.10.1	Review and implement >90% of service level agreements for CBD	Coordinator Recreation & Facilities	Progressing	95%	Draft Service Level Agreements have been developed for CBD. Current levels of service continue to be implemented to maintain CBD.

2.1.11: Deliver Building Maintenance Program

Code	Action	Position	Status	Progress	Comments
2.1.11.1	Review and implement 90% of service level agreements for building maintenance	Coordinator Recreation & Facilities	Progressing	95%	Draft Service Level Agreements have been developed for Buildings. Current levels of service continue to be implemented to maintain buildings.





2.1.12: Perform regular infrastructure inspections for safety and maintenance

Code	Action	Position	Status	Progress	Comments
2.1.12.1	Review and implement 90% of service level agreement for defect surveillance	Coordinator Delivery	Progressing	95%	Draft SLA not fully complete, Surveillance frequency and reporting currently completed in accordance with IPWEA guideline standard for road intervention and the draft service levels developed from road management strategy.

2.1.13: Facilities and services for the management of animals are effective and efficient

Code	Action	Position	Status	Progress	Comments
2.1.13.1	Review the Companion Animal Management Plan	Coordinator Regulatory Services	Completed	100%	Companion Animal Management Plan has been adopted by Council. This action therefore complete.
2.1.13.2	Scope the location, design and costing for a new Animal Shelter	Coordinator Infrastructure Programming	Completed	100%	All details associated with the location, design and costing for a new Animal Shelter have been completed.

2.1.14: Plan, program and deliver Capital Works Program for each of the asset classes

Code	Action	Position	Status	Progress	Comments
2.1.14.1	100% of internal capital works delivered to budget, on time and to quality standards	Coordinator Projects	Progressing	90%	Some carryovers of projects; - Glendonbrook Road - earthworks nearing completion, pre-planning for pavement works complete <ul style="list-style-type: none"> Pictons Lane - culvert installation 50% complete, earthworks 50% complete Oak Park Bridge - relocation of water pipeline arranged, seeking quotations for concrete base slab, investigating options for side-track access
2.1.14.2	Investigate location, design and costing for consolidated operations depot	Manager Infrastructure Delivery	Completed	100%	The masterplan for the depot has been completed. An option is now needed to be selected and costed.
2.1.14.3	100% of outsourced capital works delivered to budget, on time and to quality standards	Coordinator Infrastructure Programming	Completed	100%	All actions associated with outsourced capital works delivered to budget, on time and to quality standards have been completed.

2.1.14: Plan, program and deliver Capital Works Program for each of the asset classes

Code	Action	Position	Status	Progress	Comments
2.1.14.4	Complete 100% hand over process for all completed capital works projects listed in 2017/2018 Capital Works Program	Asset Commissioning Officer	Completed	100%	All jobs completed have been handed over
2.1.14.5	Facilitate 100% Local & Regional Road Capital Work, delivered to budget, on time and to quality standards	Coordinator Infrastructure Programming	Completed	100%	All actions associated with facilitating 100% Local & Regional Road Capital Work, delivered to budget, on time and to quality standards have been completed.
2.1.14.6	Plan 100% 2018/19 Capital Works Program	Coordinator Infrastructure Planning	Completed	100%	Capital work program 100% completed-the brief (initiation stage of the project management frame work) will be finalised March 2018
2.1.14.7	Program 100% 2017/2018 Capital Works Program	Coordinator Infrastructure Programming	Completed	100%	All projects listed in 2017/2018 have been programmed

2.1.15: Deliver drainage and broader public domain maintenance

Code	Action	Position	Status	Progress	Comments
2.1.15.1	Review and implement 90% of service level agreement for drainage and broader public domain maintenance	Manager Infrastructure Delivery	Progressing	90%	Maintenance works are being undertaken as required. Service Level Agreements are currently being developed.

2.2: Improve transport connectivity and support sustainable alternatives

2.2.1: Implement "Human Settlement (Transport)" theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
2.2.1.1	Deliver or facilitate the delivery of the 2017/2018 Transport actions	Coordinator Environmental Services Commissioning Officer	Completed	100%	There are two high priority Transport actions in the Singleton Community Sustainability Strategy and Action Plan. One action has been completed as Singleton Council's website contains links to rail and local bus timetables. The second action is on - hold as meetings of the Singleton Transport Working Group are no longer occurring.



2.2.2: Implement prioritised actions as identified in Council's Bike Plan

Code	Action	Position	Status	Progress	Comments
2.2.2.1	Facilitate 100% delivery of the Bike Plan projects in 2017/2018 Transportation Capital Works Program	Coordinator Infrastructure Programming	Completed	100%	Blaxland Road shared pathway 100% completed. Elizabeth Street shared pathway 100% completed.

2.2.3: Seek funding to provide transport infrastructure assets that improve connectivity and support sustainable alternatives

Code	Action	Position	Status	Progress	Comments
2.2.3.1	Submit at least five funding applications to the State and/or Federal Government including Road Safety and Active Transport funding schemes	Coordinator Infrastructure Programming	Completed	100%	100% Completed. 1- 17 x Bus Stop Applications, 2 - 3 x Active Transport Project, 3- 1 x Safer Roads.

2.3: Provide safe and reliable water and sewer services

2.3.1: Plan and deliver the Potable Water Supply Schemes for Bulga and Camberwell Villages

Code	Action	Position	Status	Progress	Comments
2.3.1.1	Complete construction of the Bulga and Camberwell Water Supply Schemes by 30 June 2018	Project Engineer - Water & Waste Commissioning Officer	Progressing	10%	Concept designs for the proposed transfer water mains to Bulga are being developed. A further round of consultation with the community has been carried out and results of a survey of property owners in the Milbrodale area concerning general interest in a potential future water supply project are expected to be received in late July. The results of this survey and outcomes of other investigations will be provided to the elected Council for information and for further direction.

2.3.2: Deliver planned Potable Water Supply Schemes for Villages

Code	Action	Position	Status	Progress	Comments
2.3.2.1	Prepare a Master Plan, including feasibility assessment for Water Supply Schemes to Singleton Villages	Project Engineer - Water & Waste Commissioning Officer	Progressing	5%	The Master Plan will require information from the Integrated Water Cycle Management (IWCM). Work on a major component of the IWCM (IWCM Issues paper) is progressing and the first Project Reference Group (PRG) was held in May 2018. The issues paper is expected to be finalised by September 2018 and the second PRG meeting is to be planned for late October 2018. The IWCM is expected to be completed by June 2019. The Village Master Plan will develop on work completed in the IWCM process.

2.3.3: Maintain and expand, in line with new water supply schemes, the Singleton Drinking Water Quality Management System in compliance with NSW Health requirements

Code	Action	Position	Status	Progress	Comments
2.3.3.1	Conduct annual review and update of the Singleton Drinking Water Quality Management System after independent audit funded by NSW Health	Manager Water & Sewer	Progressing	10%	Internal preparation, update and review of Drinking Water Management System has begun prior to engaging external auditor. This review will be completed before the September 2018 due date from NSW Health.

2.3.4: Implement improvements to the Sewerage Treatment Plan in line with regulatory requirements

Code	Action	Position	Status	Progress	Comments
2.3.4.1	Conduct investigation into the feasibility of installation of UV disinfection system and land irrigation of treated effluent	Manager Water & Sewer	Completed	100%	Feasibility investigation into UV disinfection system complete and construction is due for completion in July 2018. In agreement with the EPA, Council will review options for recycled water reuse from the Singleton Sewage Treatment Plant as part of the Integrated Water Cycle Management Plan. Land irrigation of treated effluent will be considered during the options assessment that will form part of this process.



2.3.5: Maintain compliance with NSW Best Practice Framework for water and sewer

Code	Action	Position	Status	Progress	Comments
2.3.5.1	Collect and analyse all benchmarking data required for annual reports	Manager Water & Sewer	Completed	100%	<p>Data collection and analysis has been completed for the following reports:</p> <ul style="list-style-type: none"> EPA Annual Return for Singleton Sewerage System DPI Water Annual Performance Monitoring Reporting for Water and Sewer NSW Health Drinking Water Management System Annual Report National Pollutant Inventory Report for Singleton Sewage Treatment Plant. <p>All were submitted on or before the due date.</p>
2.3.5.2	Review and update of all necessary plans and strategies to ensure compliance	Manager Water & Sewer	Progressing	75%	<p>Update of the Integrated Water Cycle Management Plan is progressing with the issues paper having been discussed with the elected Council in May 2018. Following concurrence from DoI Water it will be presented to Council for adoption.</p> <p>The update of the Water and Sewer Developer Servicing Plan update is progressing with a draft to be discussed with the elected Council in October 2018. This will define the Section 64 (Water and Sewer Headworks) Charges for the next 4 years. Customer Service Plan, which is used to provide information regarding Council's water and sewer services and levels of service, has been drafted and has been discussed with the elected Council in May 2018 prior to being put on public exhibition. Following public exhibition the feedback will be considered and the Customer Service Plan put forward for adoption by the elected Council.</p>

2.3.6: Implement asset renewal and replacement program for water and sewer treatment, including pump stations and reservoirs

Code	Action	Position	Status	Progress	Comments
2.3.6.1	Conduct the 2017/2018 Asset Renewal Program for the Water and Sewer Treatment Plant	Manager Water & Sewer	Progressing	90%	<p>Asset renewal program at Obanvale Water Treatment Plant (WTP) and Singleton Sewage Treatment Plant (STP) is progressing with the Drying Bed Refurbishment nearing completion at the STP, purchase and installation of compressors at the WTP and purchase of new blowers at the WTP.</p>

2.3.7: Implement the Strategic Business Management Plan program for water and sewer

Code	Action	Position	Status	Progress	Comments
2.3.7.1	Complete the CCTV inspection and sewer relining program for 2017/2018	Assistant Utilities Engineer	Progressing	50%	<p>Sewer relining has been pushed back to August due to availability of labour with the sub-contractor.</p>

2.4: Facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community

2.4.3: Develop a suitable mechanism to levy required local development contributions for the Branxton Subregion

Code	Action	Position	Status	Progress	Comments
2.4.3.1	Complete 100% study and design work to inform development contributions planning relevant to the Singleton LGA component of the Branxton subregion	Specialist Senior Strategic Planner	Not Progressing	80%	<p>On the 15 February 2018, staff met with Cessnock City Council representatives about levying cross-LGA development contributions for public domain works in the Branxton Township. It was determined that the remaining opportunities to levy contributions are not projected to yield sufficient funds to pay for the proposed works. As such, it was agreed to seek funding from other sources.</p>

2.4.4: Develop a Heritage Conservation Management Plan for the Singleton LGA

Code	Action	Position	Status	Progress	Comments
2.4.4.1	Complete 100% drafting of new Heritage Conservation Management Plan (Map)	Coordinator Planning & Development Services	Progressing	75%	<p>Discussions held with GIS Team to update existing heritage map layers to identify sites where there is a Conservation Management Plan. GIS layer is in progress. Preparation of map also within Operational Plan for 2018/2019.</p>



2.4.5: Complete industry land use cluster mapping for key industries in the Singleton LGA

Code	Action	Position	Status	Progress	Comments
2.4.5.1	Prepare 100% industry land use cluster mapping for at least five key industries in the Singleton LGA	Specialist Senior Strategic Planner	Progressing	85%	<p>On the 18 May 2018, business data was obtained from the Australian Business Registry (ABR) to allow for creation of an industry distribution layer in Council's GIS, to allow for creation of industry cluster maps. A review of the ABR data identified many errors and inaccuracies.</p> <p>On the 15 June 2018, quotations were sought for an external consultant to review and update the industry distribution dataset so that it accurately reflects existing businesses and their locations. It is expected that the revised dataset will be received in early August 2018 and industry cluster maps prepared in September 2018.</p>

2.4.6: Develop a GIS dataset of existing housing types in the Singleton LGA

Code	Action	Position	Status	Progress	Comments
2.4.6.1	Complete 100% of audit of existing housing types in the Singleton LGA, with data saved as a GIS dataset	Specialist Senior Strategic Planner	Completed	100%	<p>Housing and accommodation types (as defined under the Singleton Local Environmental Plan 2013) have been identified in a GIS spatial layer using 2015 aerial photography. The dataset has been integrated into the broader Strategic Land Use Planning geodatabase.</p> <p>The data is being progressively updated using construction certificate information for building constructed since 2015.</p>

2.4.7: Promote, support and increase awareness for positive heritage outcomes

Code	Action	Position	Status	Progress	Comments
2.4.7.1	Develop and implement a program for the promotion of adaptive re-use of heritage buildings, education and incentives	Coordinator Planning & Development Services	Progressing	70%	Interim arrangements made to replace Heritage Advisor and provide support to progress heritage actions. Plan to implement heritage grant funding late 2018.

2.4.8: Include projects listed in section 94 Development Contributions Plan in Capital Works Program

Code	Action	Position	Status	Progress	Comments
2.4.8.1	Facilitate the delivery of section 94 projects in 2017/2018 Capital Works Program	Coordinator Infrastructure Programming	Completed	100%	All actions associated with facilitating the delivery of section 94 projects in 2017/2018 Capital Works Program (River Side Park) have been completed.

2.5: Promote and facilitate sustainable village living

2.5.1: Enhance the visual and public amenity of villages through the implementation of the Village Master Plans

Code	Action	Position	Status	Progress	Comments
2.5.1.1	Implement the Broke Village Master Plan	Manager Development & Environmental Services	Completed	100%	Implementation of the Broke Master Plan now sits with ISPP team. Discussions held with Bulga Complex regarding expenditure of VPA monies.



OUR ENVIRONMENT

We value, protect and enhance a sustainable environment.

3.1: Collaborate to enhance, protect and improve our environment

3.1.1: Deliver the Community Education for Sustainability Plan

Code	Action	Position	Status	Progress	Comments
3.1.1.1	Deliver >90% of 2017/2018 community education actions	Coordinator Environmental Services	Completed	100%	The education for sustainability plan has been completed for 2017/2018. A sustainability SWOT has been undertaken to establish education priorities for 2018/2019

3.1.2: Increase community participation in environmental events and workshops

Code	Action	Position	Status	Progress	Comments
3.1.2.1	Coordinate or participate in >15 events/workshops	Environmental Projects Officer	Completed	100%	Completed before June 30

3.1.3: Support community organisations to obtain funding for environmental projects

Code	Action	Position	Status	Progress	Comments
3.1.3.1	Provide support for >3 funding applications	Manager Development Environmental Services	Completed	100%	Grant application made for waste education from the EPA. Support provided through the environmental projects officer. Consideration of additional grant funding from the OEH for further flood study is ongoing.

3.1.4: Advocate in stakeholder forums for improvements to our environment

Code	Action	Position	Status	Progress	Comments
3.1.4.1	Represent Council and the community at scheduled Upper Hunter Mining joint working group meetings	Coordinator Environmental Services	Completed	100%	Council attended the Joint Working Group meetings four times per year plus an annual workshop.

3.1.5: Deliver “Human Settlement (Population and Settlement, and Community Land)” theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
3.1.5.1	Deliver or facilitate 100% delivery of the 2017/2018 Population and Settlement, and Community Land actions	Coordinator Environmental Services	Completed	100%	There are six high priority Population and Settlement actions in the Singleton Community Sustainability Strategy and Action Plan, all actions have been completed. These include: review and promotion of noise policy, promotion of greening initiatives (website), National Tree Day, promotion of energy efficiency on council's website, providing support to the community garden, developing an information booklet for community members living adjacent to community land. Council has commenced development of the Strategic Planning Statement following implementation of Planning Reform.

3.1.6: Implement “Biodiversity” theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
3.1.6.1	Deliver or facilitate 100% delivery of 2017/2018 Biodiversity actions	Coordinator Environmental Services	Completed	100%	A booklet has been developed and placed on Council's website to identify and promote local native fauna and flora. Council regularly attends Upper Hunter Mining Dialogue meetings and Great Eastern Ranges Initiative meetings. In progress are implementation of the Flying Fox Management Plan for Burdekin park and support for local environmental groups such as Landcare.

3.1.7: Implement “Land” theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
3.1.7.1	Deliver or facilitate 100% delivery of the 2017/2018 Land actions	Coordinator Environmental Services	Completed	100%	A compliance program has been incorporated into the Enforcement and Compliance Policy to include auditing of conditions of consent for high risk land uses. Where relevant, this will include sediment and erosion control on building sites. A list of preferred non-invasive plants for gardens has been completed and is available on Council's website. Support continues to be provided to local environmental groups, in particular Landcare, to achieve their objectives.



3.1.8: Implement “Energy” theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
3.1.8.1	Deliver or facilitate 100% delivery of the 2017/2018 Energy actions	Coordinator Environmental Services	Completed	100%	There are two high priority Energy actions in the Singleton Community Environmental Strategy and Action Plan and both are completed. The OEH Action Matters website and availability of programs and subsidies available to households and businesses are promoted on Council's website. The Fridge Buyback scheme has also been promoted on Council's website but the program finished on 30 June 2017.

3.1.9: Plan for and implement strategies that enhance, protect and improve the environment in the delivery of the 1 year, 4 year and 10 year Capital Works Programs for 5 asset classes

Code	Action	Position	Status	Progress	Comments
3.1.9.1	Develop and implement 100% actions across all projects in the 2017/2018 year Capital Works Program that enhance, protect and improve the environment	Manager Infrastructure Strategy,	Completed	100%	All actions associated with the development and implement across all projects in the 2017/2018 year Capital Works Program that enhance, protect and improve the environment have been completed.

3.1.10: Reduce the spread of environmental weeds from Council road verges

Code	Action	Position	Status	Progress	Comments
3.1.10.1	Develop a four year plan and implement >90% of the actions from the 2017/2018 Weeds Management Program	Manager Infrastructure Delivery	Progressing	95%	Council weed management committee is currently being organised to identify Council's approach to weed management. Weeds such as African Olive, Lantana and Blackberry are being identified and mapped to provide the extent of the environmental weeds located on Council road verges and within parks.

3.1.11: Reduce the risk of environmental harm and adverse health impacts through a structured Environmental Risk Management process

Code	Action	Position	Status	Progress	Comments
3.1.11.1	Review and update On Site Sewer Management Strategy supported by Annual Inspection Program	Coordinator Planning & Development Services	Progressing	90%	Currently awaiting legal advice prior to finalising and reporting to Council.

3.2: Educate and advocate to improve air quality in Singleton

3.2.1: Represent Council on the Upper Hunter Air Quality Advisory Committee

Code	Action	Position	Status	Progress	Comments
3.2.1.1	Collaborate with the Upper Hunter Air Quality Advisory Committee to deliver air quality initiatives	Coordinator Environmental Services	Completed	100%	Singleton Council is represented on the Upper Hunter Air Quality Advisory Committee by Cr Thompson. The committee meets regularly and Cr Thompson provides input to these meetings. Two meetings were held in the 2017/2018 financial year to date. These occurred on 27 July 2017 and 28 October 2017

3.2.2: Implement “Atmosphere” theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
3.2.2.1	Deliver or facilitate 100% delivery of the 2017/2018 Atmosphere actions	Coordinator Environmental Services	Completed	100%	Council advocates for ongoing and improved air quality monitoring in Singleton by participating in the Upper Hunter Air Quality Advisory Committee and provides a link to real time data on its website. Council is a member of the UHMD Joint Working Group for emissions and health. Councils continues to work with the EPA to implement wood smoke reduction programs to reduce the community's exposure to wood smoke. Contact information or key government agencies and local extractive industries have been provided on Council's website.

3.2.3: Leverage outcomes for the community through the Upper Hunter Mining Dialogue

Code	Action	Position	Status	Progress	Comments
3.2.3.1	Collaborate with Upper Hunter Mining Dialogue to deliver tangible outcomes	Coordinator Environmental Services	Completed	100%	Council attends the Joint Working Group Meetings four times and a year plus an annual planning workshop. To date, two meetings have been held in 2017/2018 financial year and the annual forum was held in December 2017.





3.3: Promote efficient water and waste management and increase reuse and recycling

3.3.1: Implement "Water" (excluding Stormwater) and "Waste" theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
3.2.1.1	Deliver 100% of the 2017/2018 Water and Waste actions	Coordinator Environmental Services	Completed	100%	<p>Council's water supply pricing structure has been reviewed to encourage water efficiency by households, business and industry. Hunter Water's Water Wise Rules promote more efficient water use. Information about the WELS scheme is provided on Council's website and updated regularly.</p> <p>Completed actions include; the opening of a recycling shop, introduction of mattress and cardboard recycling facilities and promotion of the Community Recycling Centre, provision of public place recycling for e-waste and printer cartridges at Council facilities, collaboration on regional recycling education programs, support and promotion of the NSW EPA bulk chemical clean-up, Promotion of the correct use of composters and other ways to process green waste at home, introduction of organic waste collection and compost give away days,</p> <p>Training of additional Council staff in investigation of illegal dumping, Promotion of litter grants, Clean Up Australia Day and Adopt a Spot to manage litter. The OSSM strategy has been reviewed (awaiting final legal advice) underpinned by a risk based inspection program, update of Council's Stormwater Management Plan and inclusion of sustainability in Council's event policy and guidelines.</p>

3.3.2: Implement the Singleton Waste Strategy 2013-2031

Code	Action	Position	Status	Progress	Comments
3.3.2.1	Deliver 100% of the 2017/2018 Singleton Waste Strategy action plan	Coordinator Environmental Services	Completed	100%	<p>Actions are being delivered through education. Council will be giving away trees and mulch to celebrate the first anniversary of the green organics bin. The Waste Strategy is currently under review.</p>

3.3.3: Participate in the implementation of the Hunter Regional Waste Management Strategy

Code	Action	Position	Status	Progress	Comments
3.3.3.1	Participate in the quarterly regional Hunter Councils work groups and at least 6 of the associated waste minimisation programs	Coordinator Environmental Services	Completed	100%	<p>Coordinator attended the Container deposit Scheme working group through Hunter Resource Recovery. Discussed Councils position and that there is a lack of communication from the State Government. Coordinator also attended quarterly RID meeting to discuss strategy on illegal dumping and set targets for next financial year.</p>

3.3.4: Implement the regulator approved Integrated Water Cycle Management Plan

Code	Action	Position	Status	Progress	Comments
3.3.4.1	Deliver 100% of 2017/2018 actions from the Integrated Water Cycle Management Plan	Utilities Engineer Operations	Completed	100%	<p>All actions from the Integrated Water Cycle Management Plan (IWCMP) are completed. The IWCMP is currently being reviewed.</p>

3.3.5: Work in partnership with the Upper Hunter Water Alliance to improve water and sewerage management, knowledge exchange and industry training

Code	Action	Position	Status	Progress	Comments
3.3.5.1	Participate in quarterly Upper Hunter Water Alliance meetings and develop at least 4 new joint programs or projects annually	Manager Water & Sewer	Progressing	50%	<p>Joint projects have been progressing and include the following:</p> <ul style="list-style-type: none"> Joint training of Network Operators with Muswellbrook Shire Council in High Pressure Jetting Machines Sharing of Liquid Trade Waste Officers with Muswellbrook Shire Council and Upper Hunter Shire Council Joint contract for sewer relining with the Project having commenced for the third year of a four year contract





3.4: Collect and manage urban stormwater effectively

3.4.1: Implement "Stormwater" theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
3.4.1.1	Deliver or facilitate 100% delivery of the 2017/2018 Stormwater actions	Coordinator Environmental Services	Completed	100%	Council's water supply pricing structure has been reviewed to encourage water efficiency by households, business and industry. Hunter Water's Water Wise Rules promote more efficient water use. Information about the WELS scheme is provide on Council's website and updated regularly. A review of the Singleton Council Stormwater Management Plan has been completed and endorsed by Council. Council attends the Upper Hunter Mining Dialogue Joint Working Group for Water and Land. Council Engineering Standard Specification Manual has been reviewed and promoted to facilitate the integration of WSUD/IWCM approaches within the development approval process and council infrastructure construction.

3.4.2: Deliver Stormwater Quality Improvement Program

Code	Action	Position	Status	Progress	Comments
3.4.2.1	100% Stormwater Quality Improvement Program completed to budget, on time and to quality standards	Coordinator Projects	Completed	100%	GPT completed on Magpie Street.

3.4.3: Implement effective urban stormwater collections strategies in the planning and programming of drainage stormwater assets in accordance with Drainage Asset Management Plan and Urban Stormwater Study

Code	Action	Position	Status	Progress	Comments
3.4.3.1	Deliver 100% complete designed Drainage Capital Works Projects that collect and manage urban stormwater effectively as per Drainage Asset Management Plan	Coordinator Infrastructure Programming	Completed	100%	Greenwood Ave design and construction completed.
3.4.3.2	Develop and implement Singleton Urban Stormwater Plan	Coordinator Infrastructure Planning	Completed	100%	CCTV assessment completed for the catchment 10 and planned maintenance work schedule for the delivery team. Data verification of drainage implemented Stormwater strategy recommendation were implemented as part of capital work program of 2018/2019 as well.

3.5: Manage and reduce risks from environmental pollution and disease

3.5.1: Maintain stockpile sites to reduce the environmental impacts

Code	Action	Position	Status	Progress	Comments
3.5.1.1	Develop and implement Council Stockpile Management Plan	Manager Infrastructure Delivery	Completed	100%	Stockpile Management Plan completed. Implementation strategy developed to improve stockpile management.

3.5.2: Implement the Pollution Incident Response Management Plans (PIRMP) for the Waste Management Facility

Code	Action	Position	Status	Progress	Comments
3.5.2.1	Review and test the Pollution Incident Response Management Plans for water management facility at least annually	Coordinator Environmental Services	Completed	100%	Pollution Incident Response Management Plan test conducted successfully on the 04/08/2017.

3.5.3: Implement the Pollution Incident Response Management Plans (PIRMP) for required Council assets

Code	Action	Position	Status	Progress	Comments
3.5.3.1	Develop and implement the Pollution Incident Response Management Plan (PIRMP) for required Council assets	Coordinator Infrastructure Planning	Completed	100%	Draft Pollution Incident Response Management Plan completed. New Risks identified and have been incorporated in the new plan. The annual submission to EPA including PIRMP submitted November 2017.

3.5.4: Implement the Pollution Incident Response Management Plans (PIRMP) for the Sewerage Treatment Plant

Code	Action	Position	Status	Progress	Comments
3.5.4.1	Review and test the Pollution Incident Response Management Plans for Sewerage Treatment Plant and Network at least annually	Manager Water & Sewer	Completed	100%	The Pollution Incident Response Management Plan has undergone a major update and has been published on Council's website. Plan was tested in June 2018.



3.6: Increase the planning and preparedness for natural disasters

3.6.1: Integrate an emergency management framework within Council's GIS System

Code	Action	Position	Status	Progress	Comments
3.6.1.1	Collaborate with the Local Emergency Management Officer to develop an Information Systems Emergency Management Strategy	Coordinator LAMS	Completed	100%	Actions from Emergency Management Service Delivery Review completed. The Service Delivery Review forms the initial GIS services strategy.
3.6.1.2	Develop emergency management map for internal staff	Coordinator LAMS	Completed	100%	Mapping completed and demonstrated at the June Local Area Emergency Management Committee meeting.
3.6.1.3	Develop emergency management map with public interface	Coordinator LAMS	Completed	100%	Mapping completed and demonstrated at the June Local Area Emergency Management Committee meeting.

3.6.2: Develop a new Floodplain Risk Management Plan, which includes the Wollombi Brook Catchment

Code	Action	Position	Status	Progress	Comments
3.6.2.1	Complete 100% drafting of new Floodplain Risk Management Plan	Coordinator Development Engineering	Progressing	85%	Tender process is almost finished and once the consultant is chosen the project plan will start

3.6.3: Implement "Climate Change (Natural Disaster Preparedness)" theme actions in the Singleton Community Environmental Strategy Action Plan

Code	Action	Position	Status	Progress	Comments
3.6.3.1	Deliver or facilitate 100% delivery of the 2017/2018 Climate Change actions	Coordinator Environmental Services	Completed	100%	Council has reviewed the Singleton Water Supply Drought Management and Emergency Response Plan to consider projected changes in climate for Singleton LGA. A presentation on the Regional Heatwave Resilience Project has been provided to Council.

3.6.4: Provision of a responsive, effective emergency management system

Code	Action	Position	Status	Progress	Comments
3.6.4.1	Develop Emergency Management Plan for Singleton LGA and 100% attendance at Singleton LGA Emergency Management Committee meetings	Manager Infrastructure Delivery	Completed	100%	Singleton Emergency Management Plan completed. All relevant emergency management meetings have been attended by council staff.

3.6.5: Ensure critical assets for asset classes are identified in each Asset Management Plan and are supported by Risk Management Plans with consideration in the event of natural disaster

Code	Action	Position	Status	Progress	Comments
3.6.5.1	100% of Asset Management Plans for each asset class have completed risk assessment and risk register against critical assets and assessed with consideration in the event of natural disaster	Coordinator Infrastructure Planning	Completed	100%	Road register completed as part of road revaluation 2018- Ready for developing asset management plan in 18/19





OUR ECONOMY

We have an innovative, sustainable and diverse economy

4.1: Attract new investment to increase the diversity and resilience of the Singleton economy

4.1.1: Build effective relationships with potential investors in Singleton

Code	Action	Position	Status	Progress	Comments
4.1.1.1	Develop an holistic Economic Development Plan for a delivery of outcomes	Manager Strategy & Engagement	Progressing	90%	In 2017/2018 Singleton Council refocused its efforts in economic and community development and planning to ensure that integrated and holistic outcomes are secured for the future of Singleton. In doing this the delivery team has been restructured and a strong framework for delivering socio- economic outcomes developed. A future Plan (the 20-year view for the future of Singleton) and a Socio-Economic Management Plan (the way in which the team will deliver outcomes) are being developed. These Plans connect to and draw from the wider regional planning landscape and the Community Strategic Plan. These Plans will include metrics that track the long term health of our economy and wellbeing of our community and short term delivery of actions. Due to the effort to refocus the team on long term outcomes these plans will be delivered in the 2018/2019.
4.1.1.	Engage with >30 potential investors annually	Manager Strategy & Engagement	Completed	100%	Effort is focused on developing a Socio- Economic Framework to allow targeted interaction with the investment community. Work on the NSW State Government Regional Economic Development Strategy has provided engagement with potential investors during the consultation phase including those from the mining, agriculture, tourism, viticulture, equine and retail sectors. Engagement with investors on tourism (Hermitage Rd), Eco Tourism(Elderslie) and poultry investments has been held. Council is also collaborating with investors on a solar energy project. Initial contact has been made with orchard investors. Council is collaborating with the NSW State Government to develop an investment portal to attract investment to the Hunter.

4.1.2: Engage with the Hunter Business Review and Regional Development Hunter

Code	Action	Position	Status	Progress	Comments
4.1.2.1	Provide a minimum of six news stories to the Hunter Business Review annually	Manager Strategy & Engagement	Completed	100%	In the 2017/2018 FY there has been a refocus of Council's communication efforts to ensure they are targeted and effective. Overall Council now creates its own news content and promotes its stories through its news channels. From a Business Perspective Council has worked closely with the Department of Premier and Cabinet to create a Regional Business Portal which is hosted through Hunter Councils. This portal has a much broader reach than a Singleton business portal and integrates the efforts of Councils across the Hunter. It has a more targeted effect than publishing through HBR. Council routinely posts information and updates on this site for the business community. Notwithstanding this two articles have also been printed in HBR regarding Singleton tourism and general Singleton information, with additional advertising through Hunter Prospectus undertaken.

4.1.3: Build and maintain effective relationships with business and industry groups

Code	Action	Position	Status	Progress	Comments
4.1.3.1	Collaborate with the Singleton Business Chamber to fulfil the Memorandum of Understanding	Manager Strategy & Engagement	Completed	100%	Collaboration has continued throughout 2017/2018 with the Business Chamber under the Memorandum of Understanding. Council has developed an operating framework the interaction of Council and Business Chamber to allow an effective working relationship. Both parties have worked collaboratively on the delivery of the Regional Economic Development Strategy, Tourism Project, the Christmas on John Street Event, Coal Festival and Council supported the Chamber in hosting the Outstanding Business Awards.





4.1.4: Develop and distribute an Investment Prospectus for Singleton underpinned by a Council Land and Asset Development Plan which includes key business assets

Code	Action	Position	Status	Progress	Comments
4.1.4.1	Distribute a minimum of 50 Investment Prospectus to quality leads annually	Manager Strategy & Engagement	Completed	100%	Council has revised its approach to dealing with the business community and is moving away from the traditional prospectus approach. In its place Council has collaborated with the Department of Premier and Cabinet and Hunter Councils to develop the Hunter Business Portal which hosts continuously updated information on the investment opportunities available in Singleton and the wider Hunter. This approach will have a much broader reach and greater impact. As a result, Council has actively engaged more directly and on an individual basis with investors in the Tourism, Wine, Event, Solar, Poultry Property, Health and agriculture industries.

4.1.5: Develop and implement a three year Marketing Plan for the promotion of Singleton as a sound investment opportunity including visitor economy

Code	Action	Position	Status	Progress	Comments
4.1.5.1	Deliver >95% of the 2017/2018 actions from the Singleton Marketing Plan	Manager Strategy & Engagement	Completed	100%	Council does not have a formal Marketing Plan, however, as part of the refocussing of Council's socio-economic activities a program of marketing actions is in work and underway. In terms of investment opportunity Council has collaborated with the Department of Premier and Cabinet and Hunter Councils to develop the Hunter Business Portal which hosts continuously updated information on the investment opportunities available in Singleton and the wider Hunter. As a result, Council has actively engaged more directly with investors in the Tourism, Wine, Event, Solar, Poultry Property, Health and agriculture industries. In terms of lifestyle and recreational marketing Council has commenced a website upgrade project (due Dec 18) which will enable live content, continuous update and improved access to information about events and activities on in the LGA. Council has developed a Tourism Identity which informs further Tourism product development based around Adventure and the outdoors. In addition, Council has partnered with Hunter Valley Wine and Tourism Association to develop a Major Destination Marketing Campaign for Hunter Valley Wine Country.

4.2: Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change
4.2.1: Collaborate with Industry Organisations to provide information, training or workshops for local business

Code	Action	Position	Status	Progress	Comments
4.2.1.1	Deliver a minimum of 3 workshops, training or information sessions annually	Manager Strategy & Engagement	Completed	100%	Work underway with Business Chamber to identify suitable program of training and/or workshops. The Tourism Project (including industry training) has been delivered. Council has collaborated with the Business Chamber to deliver workshops on important agricultural land and provide information to the business community on industry diversification (Chamber events).

4.2.2: Complete industry requirements assessment report for key industries in the Singleton LGA

Code	Action	Position	Status	Progress	Comments
4.2.2.1	Complete one industry requirements assessment report for a key industry in the Singleton LGA	Manager Strategy & Engagement	Completed	100%	The NSW State Government Regional Economic Development Strategy (REDS) required the development of industry assessments at a high level and is now complete in draft form. This work will inform further industry assessment. An assessment of the wine industry has been completed to inform socio-economic advice on planning proposals. Work has commenced on a mining industry assessment. Work is continuing on a tourism industry assessment to support diversification of the tourism industry. Work is also underway in partnership with Newcastle University and State Government to look at ways of implementing the Biovalley concept for Singleton.

4.3: Continue to support local tourism operators for the promotion of Singleton as a tourism destination
4.3.1: Develop and deliver joint activities to maximise the effectiveness of the Hunter Valley Wine Tourism Alliance

Code	Action	Position	Status	Progress	Comments
4.3.1.1	Develop a two year calendar of marketing activities with the Hunter Valley Wine Tourism Alliance	Manager Strategy & Engagement	Completed	100%	The partnership with Hunter Valley Wine & Tourism Association (HVWTA) has continued. A draft Strategic Marketing Plan has been developed and presented to the Alliance for agreement. Work with HVWTA to develop a Business Plan continues. Work has also continued on a Major Destination Marketing Campaign with Destination NSW with a concept plan now in review. The campaign is expected to be launched in September 2018.



4.3.2: Collaborate with local tourism operators to invest in marketing Hunter Valley Wine Country as a tourism destination

Code	Action	Position	Status	Progress	Comments
4.3.2.1	Partner with a minimum of ten entities to promote Hunter Valley Wine Country as a tourism destination	Manager Strategy & Engagement	Completed	100%	Partnership will be achieved through the Hunter Valley Wine & Tourism Association as per the Memorandum of Understanding. Work on a Major Destination Marketing Campaign has commenced under the umbrella of the Hunter Valley Wine & Tourism Alliance and in partnership with HVWTA, Cessnock Council and over 100 wine industry businesses

4.3.3: Promote and engage to deliver a whole of Singleton visitor economy

Code	Action	Position	Status	Progress	Comments
4.3.3.1	Deliver 2017/2018 actions from the Economic Development Plan and Marketing Plan	Manager Strategy & Engagement	Completed	100%	See response to Actions 4.1.1.1 and 4.1.5.1.

4.4: Inform and inspire our community to be prepared and embrace jobs of the future

4.4.1: Collaborate with other Councils and Government Agencies to deliver the Upper Hunter Workforce Plan

Code	Action	Position	Status	Progress	Comments
4.4.1.1	Deliver or participate in the delivery of two priority actions from the Upper Hunter Workforce Plan annually	Manager Strategy & Engagement	Completed	100%	The current action is around Tourism industry participation. The Tourism Training Project is now complete. Singleton Council now chairs the group from 2018 and aims to provide greater line of sight between regional planning initiatives. It is likely that this will be a part of a holistic project around the future diversified economy. In parallel Council is pursuing projects to increase youth employment and access to the job market. This is now delivered with the launch of the Mayors Employment Initiative. Work will continue to broaden and strengthen the program.

4.5: Enhance relationships between local business, industry and government to set strategic economic goals

4.5.1: Facilitate the development of industry clusters relevant to the future Singleton economy

Code	Action	Position	Status	Progress	Comments
4.5.1.1	Facilitate a minimum of three Industry Cluster gatherings annually	Manager Strategy & Engagement	Completed	100%	Industry cluster gatherings have been convened through the preparation of the Hunter Regional Economic Development Strategy around industry diversification, tourism and agribusiness in November 17. Further forums will continue to be held in accordance with the Socio-Economic Framework and in partnership with the Business Chamber.

4.5.2: Facilitate the operation of the cattle saleyards in accordance with the Saleyards Masterplan

Code	Action	Position	Status	Progress	Comments
4.5.2.1	Facilitate 100% delivery of the 2017/2018 saleyards actions	Coordinator Infrastructure Planning	Completed	100%	Monthly inspection and maintenance program completed

4.6: Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2027

4.6.1: Provide support for local business and community organisations to attract funding

Code	Action	Position	Status	Progress	Comments
4.6.1.1	Provide support for a minimum of 40 funding applications for community and business	Manager Strategy & Engagement	Completed	100%	A total of 29 grant applications were made in the FY 2017/2018 with assistance provided on an additional 20 community grants. Applications currently in processing total \$14.4M. 17 applications have been made under the Stronger Country Communities Fund worth \$4.6M. Applications under the Building Better Regions and Regional Growth Funds in FY 2017/2018 totalled \$31M. Council's Grant Attraction Rate for FY 2017/2018 was 49% (calculated on grant value not grant quantity).

4.6.2: Drive the attraction of external funding for Council priority projects

Code	Action	Position	Status	Progress	Comments
4.6.2.1	Submit or support the submission of >10 funding applications for Council	Manager Strategy & Engagement	Completed	100%	A total of 29 grant applications were made in the FY 2017/2018 with assistance provided on an additional 20 community grants. Applications currently in processing total \$14.4M.17 applications have been made under the Stronger Country Communities Fund worth \$4.6M. Applications under the Building Better Regions and Regional Growth Funds in FY 2017/2018 totalled \$31M. Council's Grant Attraction Rate for FY 2017/2018 was 49% (calculated on grant value not grant quantity).

4.7: Facilitate the development of a night time economy for Singleton

4.7.1: Facilitate a program of evening/twilight events in Singleton

Code	Action	Position	Status	Progress	Comments
4.7.1.1	Deliver two evening/twilight events annually	Manager Strategy & Engagement	Completed	100%	Christmas in John St successfully hosted on 24 Nov 2017 with approx. 8,000 attendees. 'Firelights' event held on 14 April 2018 with approx. 2,000 attendees.





4.7.2: Collaborate to deliver safety initiatives through the Singleton Liquor Accord

Code	Action	Position	Status	Progress	Comments
4.7.2.1	Deliver two projects annually in partnership with the Singleton Liquor Accord	Manager Strategy & Engagement	Completed	100%	Council has continued to work with the Liquor Accord during 2017/2018. A local service list for victims of domestic violence with developed in partnership with Police and Hunter Valley DVCAS. Council is also working towards establishing a local CDAT (Community Drug Action Team) as a subcommittee of Interagency which would seek to work closely with the Liquor Accord to implement school based programs such as Save a Mate and RSA. Council continues to support Accord meetings.

4.8: Foster initiatives that strengthen Singleton’s brand identity

4.8.1: Develop and implement quality visual representation of Singleton as a lifestyle and investment destination

Code	Action	Position	Status	Progress	Comments
4.8.1.1	Implement the recommendations from the Website Audit 2016	Coordinator Communication & Engagement	Completed	100%	Audit completed prior to 2016. Actions as well as requirements for people with disabilities and NESB to be incorporated in website planning but dependent on the progress of new website development project.
4.8.1.2	Launch and implement the new brand identity for Singleton	Coordinator Communication & Engagement	Completed	100%	Brand roll out progress reported to Council in a briefing on 28 May 2018. Brand replacement will continue to occur on an as-needs basis.

OUR LEADERSHIP

An effective and efficient operational Council. A highly functioning and progressive elected Council.

5.1: Council’s service delivery is aligned with our Community’s needs and delivered in the best way possible

5.1.1: Implement an integrated risk management system

Code	Action	Position	Status	Progress	Comments
5.1.1.1	Conduct annual risk management maturity self- assessment and implement 100% of the 2017/2018 actions	Manager Integrated Risk	Completed	100%	The annual risk management maturity self- assessment was completed in September. The score increased from 22% to 51.5%. In addition, Council took part in Statewide Mutual’s risk and audit maturity assessment scoring 4 out of 5 indicating that risk management is fully implemented across the business and is used in decision making and day to day management.
5.1.1.2	Develop operational risk registers for each Group and Business Unit	Manager Integrated Risk	Completed	100%	All business units, including Major Projects, now have an operational risk register. Six (6) monthly reviews have been scheduled and each manager is presenting their completed risk register to Leadership Team for feedback.
5.1.1.3	Incorporate risk management responsibilities into 100% of position descriptions	Manager Integrated Risk	Completed	100%	Integrated risk management responsibilities guidelines have now been incorporated into the annual performance review process.
5.1.1.4	Review the Integrated Risk Management Framework by 31 December 2017	Manager Integrated Risk	Completed	100%	The revised Integrated Risk Management Framework was endorsed by Leadership Team on 30 May 2018.





5.1.2: Plan and implement improved data recovery services for Information Technology in a disaster situation

Code	Action	Position	Status	Progress	Comments
5.1.2.1	Plan and implement the addition of communications into the existing Disaster Recovery Centre	Coordinator Information Systems	Progressing	80%	Assess various options for connectivity with a NBN connection being deemed the most cost effective. To be implemented in first quarter 2018/19

5.1.3: Innovation in the provision of quality customer service through implementation of the Customer Service Strategy

Code	Action	Position	Status	Progress	Comments
5.1.3.1	Implement >90% of the 2017/2018 actions from the Customer Service Strategy	Coordinator Information Management & Customer Service	Completed	100%	All Customer Service Strategy Actions due this Financial Year are progressing. A number of new initiatives are under development, including a new online portal that will enable the Community to access information and make application and service requests online. Increased access to Council services at the Visitor Centre, Council Administration Building and online. Implemented monthly reporting of customer requests to Council Leadership Team.

5.1.4: Develop an Information, Communication, Technology Strategy to integrate Geographic Information Systems, Asset Management Systems, Cloud Based Technology and Records Management

Code	Action	Position	Status	Progress	Comments
5.1.4.1	Review existing strategy and develop new, integrated strategy	Coordinator Information Systems	Progressing	40%	Due to resourcing issues the redevelopment of the ICT Strategy has not progressed as intended. To be a focus for the first half of the 2018/19 year.

5.1.5: Implement the Singleton Council Environmental Sustainability Plan

Code	Action	Position	Status	Progress	Comments
5.1.5.1	Facilitate 100% delivery of the 2017/2018 Singleton Council Environmental Sustainability Plan corporate actions	Coordinator Environmental Services	Completed	100%	Sustainability Advantage Action Plan has been developed for implementation in the 2018/2019 period.

5.1.6: Implement NSW Office of Environment and Heritage (OEH) Sustainability Advantage Program

Code	Action	Position	Status	Progress	Comments
5.1.6.1	Complete the staff training and assessment tool, and compile an action plan for the Sustainability Advantage Program	Manager Development & Environmental Services	Completed	100%	Action plan has been completed for endorsement by Council's Leadership team.

5.1.7: Demonstrate delivery of services aligned to community needs

Code	Action	Position	Status	Progress	Comments
5.1.7.1	100% Performance monitoring program in place for all services delivered by Council	Business Analyst	Completed	100%	<p>New Corporate Reporting Software (LGSS Pulse) has been purchased and implemented across Council. All Operational Plan actions 2017/2018, along with any other strategic and reportable actions, incorporating Council Services are being monitored via this software and tracked by Managers.</p> <p>Level 1 Metrics are in place, reported and discussed monthly at Leadership Team meetings.</p> <p>Key Result Measures are reported quarterly to Council.</p> <p>Project Management Software has been purchased, and is currently being implemented. This will enable more detailed operational performance reporting on Council service provision.</p>





5.1.7: Demonstrate delivery of services aligned to community needs

Code	Action	Position	Status	Progress	Comments
5.1.7.2	100% Service Delivery Reviews conducted as per schedule for all Council services	Business Improvement Specialist	Completed	100%	<p>Service Delivery Reviews completed for 2017/2018 include:</p> <ol style="list-style-type: none"> 1) Singleton Gym & Swim (30/08/2017) 2) Singleton Regional Livestock (04/10/2017) 3) Open Spaces and Facilities (05/01/2018) 4) Emergency Support (LEMO) – (05/02/2018) 5) Water and Sewer (Detailed report from Manager Water and Sewer - Restructure undertaken to improve delivery of services) 6) Risk and Business Continuity (30/06/2018) 7) Finance - Final Report at endorsement stage 8) Civic Services - Final Report at endorsement stage <p>Service Delivery Reviews currently being undertaken for completion in Quarter 1</p> <p>2018/2019 are:</p> <ol style="list-style-type: none"> 1) Lake St. Clair 2) Children Services 3) Learning and Development 4) Customer Service and Visitor Information Enterprise Centre

5.1.8: Clear levels of service are understood and committed for all services offered by Council

Code	Action	Position	Status	Progress	Comments
5.1.8.1	Develop and implement 100% of scheduled Service Level Agreements	Business Improvement Specialist	Completed	100%	Council Service Level Agreement (SLA) process commenced in 2017/2018, SLA's are currently triggered by the Service Delivery Review process. Service level agreements developed included Business Support, Emergency Support and Risk and Business Continuity.

5.1.9: Applications to amend land use and development planning documents are processed within timeframes

Code	Action	Position	Status	Progress	Comments
5.1.9.1	>70% of applications processes within target timeframes stated in Standard Operating Procedures	Specialist Senior Strategic Planner	Not Progressing	70%	The review of the SOP's to reflect current processes, practices and timeframes has been put on hold until there is a suitable staff resource employed to complete the review. The revised SOP's will inform updating of the Authority tracking, which in turn, will allow for the metrics report to be corrected. Tracking against individual applications will also need to be updated to reflect the revised tracking. Until this work is completed, the tools are not available to determine achievement (or otherwise) of this action.

5.1.9: Applications to amend land use and development planning documents are processed within timeframes

Code	Action	Position	Status	Progress	Comments
5.1.9.2	100% setup pre-gateway review application assessment functionality in Planning XChange-ASSESS module	Specialist Senior Strategic Planner	Completed	100%	The Planning XChange ASSESS module has been disabled and is no longer being used by Council staff for the assessment of new applications. The pre-gateway review template has been created as a Microsoft Word template utilising Council's Authority System.

5.1.10: Manage Waste and Recycling operations in compliance with regulatory requirements and customer service level agreements

Code	Action	Position	Status	Progress	Comments
5.1.10.1	100% compliance with landfill licence, EPA approved management plans & regulatory reporting requirements	Coordinator Environmental Services	Completed	100%	Water monitoring results are under investigation. An action plan has been developed for implementation with the EPA.

5.1.11: Manage Water and Sewerage operations in compliance with regulatory requirements and customer service level agreements

Code	Action	Position	Status	Progress	Comments
5.1.11.1	100% compliance with NSW Framework for Water & Sewer, Sewage Treatment Plant licence & regulatory reporting requirements	Utilities Engineer Operations	Completed	100%	All actions have been satisfactorily completed and compliance was maintained throughout the reporting period.

5.2: Services are provided by the right people, in the right jobs, with the right skills and attitudes at the right time

5.2.1: Develop and implement a four-year People Strategy

Code	Action	Position	Status	Progress	Comments
5.2.1.1	Implement >90% of the 2017/2018 actions from the People Strategy	Manager Organisation Development	Completed	100%	Organisation Development works program target met.

5.2.2: Develop and implement a three-year Equal Employment Opportunity Plan

Code	Action	Position	Status	Progress	Comments
5.2.2.1	Implement >90% of the 2017/2018 actions from the Equal Employment Opportunity Plan	OD Advisor - Employee Relations	Completed	100%	2017 actions outlined in the Equal Employment Opportunity (EEO) Management Plan 2014-2017 were implemented. The EEO Management Plan 2018-2021 was adopted and implemented in May 2018. Future actions will be reported on through Councils PULSE reporting framework.





5.2.3: Develop and implement an annual Learning and Development Plan

Code	Action	Position	Status	Progress	Comments
5.2.3.1	Implement >90% of the actions from the 2017/2018 Learning and Development Plan	OD Advisor - Learning	Completed	100%	98% of the annual Learning and Development Plan was developed and implemented during FY2017/2018. 51 learning activities were completed, of a total of 52 activities, outlined in the Learning and Development Plan. These training activities focused on the following areas: Dignity and Respect in the Workplace, STOP 4 Each Other Safety, Drug and Alcohol Awareness including Responsible Persons, Domestic and Family Violence Awareness, Business Continuity Plan awareness, Fire Warden, Mental Health First Aid, First Aid, and the continuation of the Leadership Development Program. 1 training activity on Project Management was deferred to 2018/2019 to ensure alignment to the implementation of a new project management software module.

5.2.4: Provide a single source of Organisation Development information online through the Intranet

Code	Action	Position	Status	Progress	Comments
5.2.4.1	Undertake annual review of the Organisation Development section of the Intranet content	Manager Organisation Development	Completed	100%	The Organisation Development section of the intranet content was reviewed in Q2. A further review was undertaken in Q3 to align to the new corporate brand.

5.2.5: Organisation Development policies, procedures and processes are reviewed and updated

Code	Action	Position	Status	Progress	Comments
5.2.5.1	100% of Organisation Development policies, procedures & processes identified for review in 2017/2018 are reviewed & updated	Manager Organisation Development	Completed	100%	100% of OD policies, procedures and processes identified for review in 2017/2018 have been updated and adopted.

5.2.6: Council is an employer of choice

Code	Action	Position	Status	Progress	Comments
5.2.6.1	Conduct an annual staff engagement survey & implement >80% of the identified actions engagement survey & implement	OD Advisor - Employee Relations	Completed	100%	The annual staff Engagement Survey was completed in May 2017. Following the delivery of the results of the survey, key improvement areas were identified and staff focus groups were held to inform an improvement action plan. The action plan was completed, integrated into Council's reporting framework & communicated to all staff. 88% of the FY2017/2018 action plan items have been completed. The 2018 annual staff engagement survey was completed in June 2018.
5.2.6.2	Develop and review the remuneration and benefits framework for Council and implement >80% of the actions identified identified Development Plan	Manager Organisation Development	Completed	100%	Reward and Recognition Procedure was reviewed in December 2017 and endorsed on 7 March 2018. 87% of the salary system and job evaluation review project actions were completed. 100% of phase 1, 2, 3 and 4, and 35% of phase 5 of the project completed. Salary system review progress updates were presented to Leadership Team on 26 March 2018, 30 May 2018 and 7 June 2018. New M-JES job evaluation tool training was completed by the Organisational Development team on 10 May 2018. A presentation of the M-JES tool was presented to Leadership Team on 7 June 2018. 2 actions in phase 5 of the project continue and will be completed in Q1 2018/2019 in relation to finalising the policy framework, salary system modelling and cost analysis, and to communicate the outcomes of the review.

5.2.7: Council operates under a compliant Work Health and Safety Management System

Code	Action	Position	Status	Progress	Comments
5.2.7.1	100% of Work Health and Safety protocols and procedures for high risk activities are identified and developed	Manager Integrated Risk	Completed	100%	All protocols and procedures scheduled for development and implementation during 2017/2018 have been completed. Two procedures that were unable to be completed due to the vacancy in the Safety Training Environment (STE) Officer role have been scheduled for development in 2018/2019. The Mentally Healthy Workplace procedure is presently in draft and has been circulated to the WHS Committee and Mental Health First Aiders for feedback.
5.2.7.2	Develop Safe Work Method Statements for 100% of high risk activities	Manager Integrated Risk	Progressing	95%	The majority of SWMS for high risk work are now in final draft stage and with relevant managers for sign off prior to deployment. This work has been hampered by the vacancy in the STE Officer role.
5.2.7.3	Develop system to monitor Safe Work Method Statements for review	Manager Integrated Risk	Completed	100%	A SWMS Register and flowcharts to guide the development, review and deployment of finalised SWMS have been developed and are now in operation.





5.3: Provide accurate and timely communication to our Community

5.3.1: Develop and implement a three year Communications Strategy

Code	Action	Position	Status	Progress	Comments
5.3.1.1	Implement >95% of the 2017/2018 actions from the Communications Strategy	Coordinator Communication & Engagement	Completed	100%	Communications Strategy actions target met.

5.3.2: Develop and implement a three year Social Media Strategy

Code	Action	Position	Status	Progress	Comments
5.3.2.1	Implement >95% of the 2017/2018 actions from the Social Media Strategy	Coordinator Communication & Engagement	Completed	100%	Social Media Strategy actions included in the Communications Management Plan.

5.3.3: Provide quality, up to date spatial information data to Council Staff and the Community

Code	Action	Position	Status	Progress	Comments
5.3.3.1	Acquire up to date aerial photography of the urban area of the Singleton LGA to capture recent changes	Coordinator LAMS	Completed	100%	No budget allocation, deferred to 2018/2019.

5.4: Develop strong partnerships to deliver services

5.4.1: Deliver Roads and Maritime Services' Roads Maintenance Council Contract

Code	Action	Position	Status	Progress	Comments
5.4.1.1	Implement >95% of service level agreement for Roads Maintenance Council Contract	RMCC Officer	Completed	100%	The Roads Maintenance Management Contract completed.

5.5: Improve the connectivity between the Community, Stakeholders and Council to create an informed Community

5.5.1: Develop and implement a three year Engagement Strategy

Code	Action	Position	Status	Progress	Comments
5.5.1.1	Implement >95% of the 2017/2018 actions from the Engagement Strategy	Coordinator Communication & Engagement	Completed	100%	Complete, engagement actions included in the Communications Management Plan.

5.5.2: Provide a single source of information online through a quality website for Council

Code	Action	Position	Status	Progress	Comments
5.5.2.1	Increase visitation to the Council website by minimum 5% annually	Coordinator Communication & Engagement	Completed	100%	Measures implemented to drive more traffic to the website. Analytic features being incorporated into the new website design to measure visitation.
5.5.2.2	Undertake an annual review of the website content for accuracy, suitability and gaps	Coordinator Communication & Engagement	Completed	100%	Webpages and content have been reviewed as part of development of new website. A partial audit was undertaken and based on the results a decision was made to rebuild content from the bottom up rather than updating. A complete new wireframe has been developed which includes a suitable content structure. This addresses content gaps and redundancy in the existing website. The implementation of the new website will address issues found.

5.5.3: Maintain effective relationships with local media outlets

Code	Action	Position	Status	Progress	Comments
5.5.3.1	Engage with local media representatives a minimum of 30 times per annum	Coordinator Communication & Engagement	Completed	100%	Regular interactions with local media during the month of May included enquiries about Land and Environment Court hearings and Wallaby Scrub Road.
5.5.3.2	Issue a minimum of 50 media releases annually	Coordinator Communication & Engagement	Completed	100%	Nine news releases were issued in the month of April 2018 alone, with the annual target for 50 news releases annually already well exceeded.

5.6: To lead, govern and regulate in an ethical, equitable and transparent way

5.6.1: Development compliance, engineering and assessment of applications is managed in an efficient and effective manner

Code	Action	Position	Status	Progress	Comments
5.6.1.1	Development application processing is trending towards <40 days	Coordinator Planning & Development Services	Completed	100%	Applications are continuing to trend toward 40 days
5.6.1.2	Review and improve the process for the management of development legislative breaches	Coordinator Planning & Development Services	Completed	100%	Compliance and Enforcement Policy endorsed by Council
5.6.1.3	Review and improve the system for the management of building certification services	Coordinator Regulatory Services	Progressing	70%	A new building certifier commenced duties with Council in early June 2018. A program is scheduled to update all current procedures for construction certificates & other building certification areas. This will commence at the end of July 2018.



5.6: To lead, govern and regulate in an ethical, equitable and transparent way

5.6.1: Development compliance, engineering and assessment of applications is managed in an efficient and effective manner

Code	Action	Position	Status	Progress	Comments
5.6.1.4	Review and improve the system for the management of development engineering	Coordinator Development Engineering	Completed	100%	Improvements implemented include: <ul style="list-style-type: none"> Civil Engineering Plans Review Checklist; Hold & Witness Points in Civil Construction Sites Checklist; Civil Construction Works Acceptance Inspection Checklist; and Civil Construction Final Works Acceptance Inspection Checklist
5.6.1.5	Review and improve the toolkit to support Development Application Process	Coordinator Planning & Development Services	Completed	100%	New development application forms, lodgement guide, matrix and submission checklists have been finalised and will be available on Council's website from Thursday, 19 April 2018. Improvements have also been made to internal processes including standardised assessment templates, standard conditions set and review of standard letters.

5.6.2: Implement the Councillor Professional Development Program

Code	Action	Position	Status	Progress	Comments
5.6.2.1	100% of identified professional development opportunities are made available to Councillors	Coordinator Governance	Completed	100%	Seven conferences were made available for Councillors during the 2017/2018 year. Regular Councillor workshops and briefings were held throughout the year along with monthly round table discussions.

5.6.3: Meet Governance Compliance and Reporting Requirements

Code	Action	Position	Status	Progress	Comments
5.6.3.1	100% of Governance items on the Office of Local Government Calendar of Compliance and Reporting Requirements 2017/2018 completed by due dates	Coordinator Governance	Completed	100%	All governance requirements as per the Office of Local Government's Calendar of Compliance and Reporting Requirements have been met for the 2017/2018 year.

5.6.4: The elected Council are informed, engaged and attune to Community needs

Code	Action	Position	Status	Progress	Comments
5.6.4.1	>95% of Council Meeting actions are processed within the agreed timeframe	Coordinator Governance	Completed	100%	During the 2017/2018 year, action was commenced on 186 Council meeting resolutions with an average commencement timeframe of 10 days which is below the 14 day target. At the end of the financial year there was one outstanding Council Meeting action which has since been commenced.
5.6.4.2	>95% of Councillor requests are processed within the agreed timeframe	Coordinator Governance	Completed	100%	During the 2017/2018 year, 121 Councillor requests were responded to with an average response time of 7.7 days which is slightly above the 7 day target.

5.6.5: Policies are reviewed as required throughout the term of Council to ensure legislative compliance

Code	Action	Position	Status	Progress	Comments
5.6.5.1	Develop a system and schedule for the establishment and review of policies and protocols	Coordinator Governance	Completed	100%	Protocol and Procedures in place for the ongoing review of Council Policies and Protocols. Monthly reporting is being provided to Councils Leadership Team.

5.6.6: Council's tenders and contracts are compliant

Code	Action	Position	Status	Progress	Comments
5.6.6.1	100% of tender contracts are completed in accordance with procedure	Contracts & Property Officer	Completed	100%	All tenders within the 2017/2018 financial year, have all been reported and awarded in accordance with the procedure.

5.6.7: Land acquisitions are legislatively compliant

Code	Action	Position	Status	Progress	Comments
5.6.7.1	100% of Council's land acquisitions are compliant with Council's procedure	Contracts & Property Officer	Completed	100%	All current land acquisitions within 2017/2018 financial year have been fully compliant with Council's procedure.





5.6.8: Permanent road closures are managed in accordance with legislation

Code	Action	Position	Status	Progress	Comments
5.6.8.1	100% of permanent road closures are completed in accordance with Department of Industries procedures	Contracts & Property Officer	Completed	100%	100% of permanent road closures within 2017/2018 financial year have been completed in accordance with the Department of Industries procedures.

5.7: Infrastructure services, facilities and Council are managed in a financially sustainable way

5.7.1: Review and renew Council's insurance portfolio on an annual basis to ensure appropriate levels of coverage and to minimise uninsured losses

Code	Action	Position	Status	Progress	Comments
5.7.1.1	Insurance renewal process is completed prior to 30 June 2018	Manager Integrated Risk	Completed	100%	Council's insurance portfolio was reviewed and updated with all current policies renewed prior to expiry. An additional two (2) proposed policies, Accumulated Sick Leave and Contract Works, will be considered on receipt of terms from the relevant underwriters.

5.7.2: Demonstrate continuous improvement for efficiency and effectiveness gain

Code	Action	Position	Status	Progress	Comments
5.7.2.1	100% Business Improvement process developed and implemented across Council	Business Improvement Specialist	Completed	100%	Business Improvement process enhanced including development of staff work programs, service delivery reviews and ideas form process.

5.7.3: Monitor and accurately report on Council's financial position in accordance with Local Government Act requirements

Code	Action	Position	Status	Progress	Comments
5.7.3.1	Audited financial statements lodged with Office of Local Government by 30 October 2017	Financial Controller	Completed	100%	2017 Financial Statements have been lodged with the Office of Local Government.
5.7.3.2	Financial statements prepared by 30 September 2017	Financial Controller	Completed	100%	2017 Financial Statements have been completed; Audit Certificates have been received and Statements have been tabled for the November 2017 Council meeting.
5.7.3.3	Three quarterly budget review statements submitted to Council	Financial Controller	Completed	100%	All QBR's were reported to Council within the appropriate timeframes.

5.7.4: Fit for the Future targets are realised

Code	Action	Position	Status	Progress	Comments
5.7.4.1	Implement 100% of the identified Fit for the Future actions	Business Improvement Specialist	Completed	100%	12 of 17 Fit for the Future Actions have been completed, the remaining 5 actions will be completed as part of the 2018/2019 Operational Plan.

5.7.5: Manage Council's investment portfolio to optimise investment returns in accordance with Council policy, the Local Government Act and Regulations

Code	Action	Position	Status	Progress	Comments
5.7.5.1	100% Investment Report tabled at Council meeting on a monthly basis	Financial Controller	Completed	100%	All investment reports were tabled to Council within the appropriate timeframes.
5.7.5.2	100% of Council's land and property holdings are managed consistent with Property and Land Management Strategy 2017/2021	Senior Socio-Economic Planner	Completed	100%	The Land & Property Strategy is currently being created by EPS. This strategy is expected to be completed in the third quarter of 2018. All 2017/2018 actions have been consistent with Council property & land policies and strategies.
5.7.5.3	Investment return to exceed benchmark	Financial Controller	Completed	100%	Investment return has exceeded benchmark for 2017/2018.

5.7.6: Develop annual Operational Plan budget and review the Long Term Financial Plan

Code	Action	Position	Status	Progress	Comments
5.7.6.1	Develop the annual budget including Fees and Charges for adoption by Council by 30 June each year	Financial Controller	Completed	100%	The draft Fees & Charges for 2018/2019 have been on exhibition and will be tabled at the June Council meeting for adoption.
5.7.6.2	Review the Long Term Financial Plan in line with budget adoption by 30 June each year	Financial Controller	Completed	100%	Long Term Financial Plan completed within required timeframe.

5.7.7: Operate an efficient, reliable and affordable Council fleet

Code	Action	Position	Status	Progress	Comments
5.7.7.1	Develop Fleet Management Strategy	Coordinator Plant & Systems	Progressing	95%	Draft document completed. Depot and Fleet Management Officer to review and amend if required.



5.7.8: Infrastructure Delivery Services are supported by effective and efficient systems and processes

Code	Action	Position	Status	Progress	Comments
5.7.8.1	Develop 3 year Systems Improvement Strategy	Works Systems Project Officer	Completed	100%	Strategy endorsed by Manager and supported in work program for 3-year period.

5.7.10: Undertake revaluation of Council's water and sewer infrastructure assets as per the Office of Water requirements

Code	Action	Position	Status	Progress	Comments
5.7.10.1	Revaluation of Council's Water and Sewer Infrastructure assets completed by 30 June 2018	Manager Corporate & Community Services	Completed	100%	Valuation data received from consultant. LAMS staff currently verifying data and matching against asset data in Authority.



