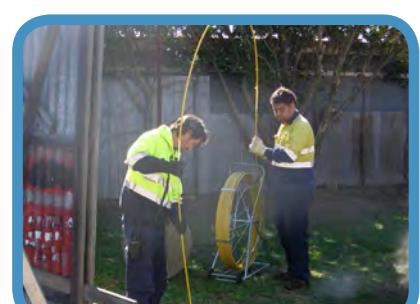


WASTE
PLAYGROUNDS
LIBRARY
PARKS
SPORTS FIELDS
YOUTH VENUE
CHILDCARE
AFTER HOURS CARE
WATER
SEWERAGE
COMPANION ANIMALS
TOURISM
ECONOMIC DEVELOPMENT
PLACE MAKING
COMMUNITY DEVELOPMENT
EVENTS
SALEYARDS
ROADS
GYM & SWIM
REGULATORY SERVICES
CIVIC CENTRE
RECYCLING
CYCLEWAYS & FOOTPATHS
FOOD SAFETY
POOL INSPECTIONS
FIRE SAFETY
CEMETERIES
PLANNING & BUILDING
ENVIRONMENT



**building
SUSTAINABILITY**

**SINGLETON COUNCIL
ANNUAL REPORT
2014/15**



welcome

Singleton Council proudly presents the 2014/15 Annual Report to our community. This document is an integral part of our democratic governance process in which we are open and accountable to the community. It demonstrates the breadth of Council's operations, celebrates highlights and achievements and acknowledges the challenges and difficulties faced during the year.

As you read through this report we hope you gain a clear picture of our performance against the strategic objectives that this Council set in its 2014/15 Operational Plan and against our four-year Delivery Program.

why have an annual report



The Local Government Act 1993 requires all councils to present an Annual Report to the Minister for Local Government by 30 November each year. As well as meeting this statutory requirement, Council sees the Annual Report as a vital tool to keep the community informed about its performance and direction.

You can obtain copies of the 2014/15 Annual Report from Council's Customer Service Centre on Queen St, Singleton Library, Council's website singleton.nsw.gov.au or one can be requested by calling 02 6578 7290.

This Annual Report was produced and designed by Singleton Council.

our vision

Singleton. A progressive community of excellence and sustainability.

our mission

To provide quality services to the community in an efficient and friendly manner encouraging responsible development.

our values and behaviours



1. Integrity: We act with commitment, trust and accountability.

We act honestly.

We take responsibility for our actions.

We are committed to serving our community in an open and transparent manner.

We commit to provide high quality professional customer service responsive to our customer's needs.

2. Respect: We are open, honest, inclusive and supportive.

We encourage an environment where everyone feels they belong.

We value team work, we consult and support others in a co-operative manner.

We actively seek and value input from our community.

We communicate and act in an open, consistent and fair manner.

3. Excellence: We strive to achieve the highest standards.

We always put safety first.

We are committed to continuously improving ourselves, our work and the services we provide to our community.

We embrace change for the benefit and advancement of Council and our community.

We present, speak and relate to others in a professional manner at all times.

4. Innovation: We are creative, progressive and strategic.

We anticipate future challenges and are resourceful in our responses.

We serve our community to achieve a sustainable future.

We value good ideas and forward thinking.

5. Enjoyment: We promote a harmonious, productive and positive workplace.

We provide employees with opportunities to progress, learn and grow.

We celebrate achievement.

We provide opportunities for employees to have input into how their work is done.

We recognise the importance of work life balance.

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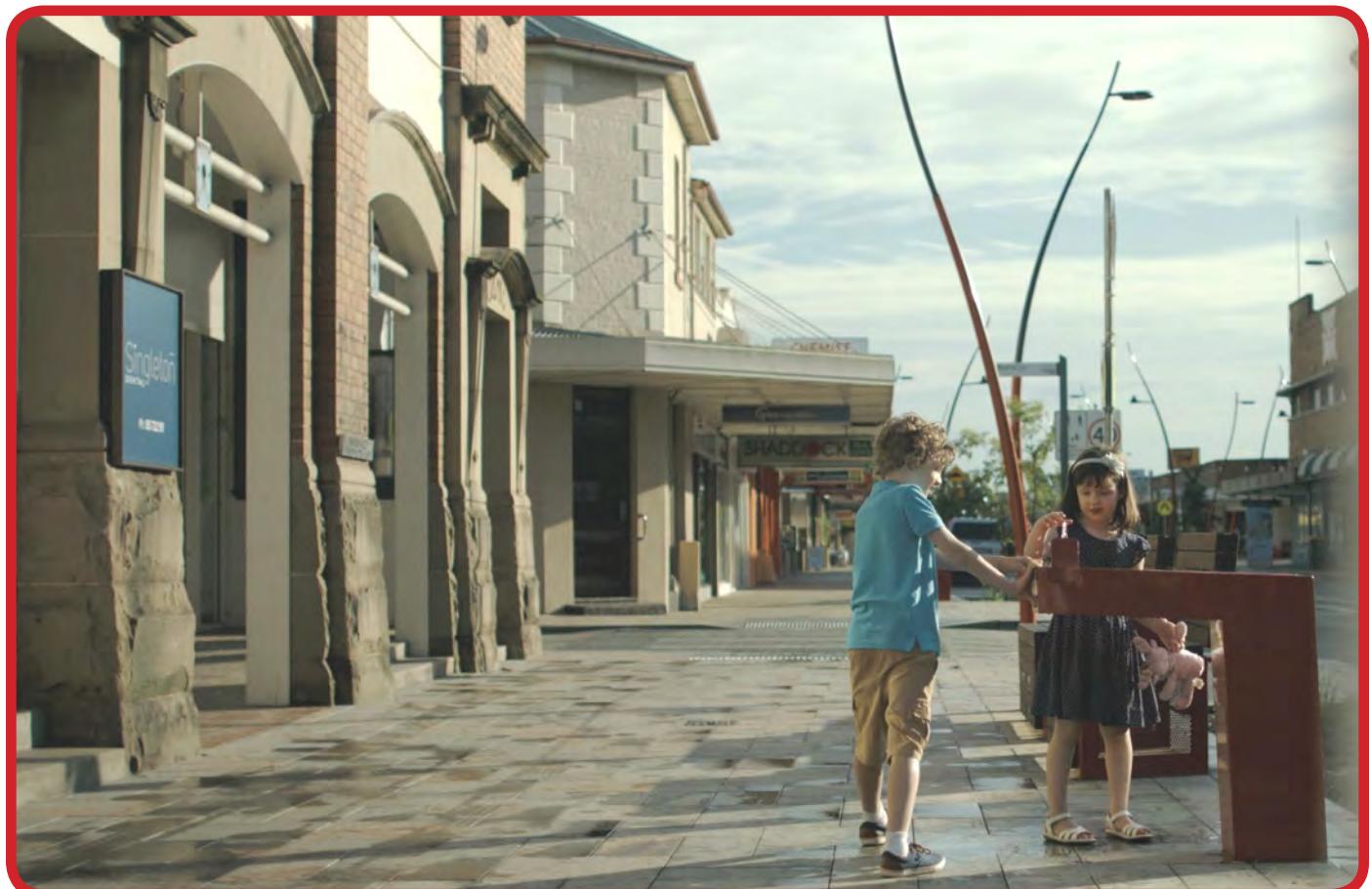
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from the mayor & general manager



John Martin OAM
Singleton Mayor



Lindy Hyam
General Manager

It has been an exceptionally busy 12 months for this Council. We've embarked on an ambitious capital works program which will continue into 2016 and 2017

Over the past four years, we have taken an aggressive approach to pursuing new opportunities for funding. We have not sought funding for wishlists, but money to renew or replace our existing assets.

We have secured almost \$40 million in external grants to construct the new bridge at Broke, to upgrade the intersection of Bridgman Rd and the New England Highway, to revitalise the town centre, redevelop our saleyards, upgrade Ryan Avenue, and extend and upgrade the Gym & Swim.

We have partnered with Cessnock City Council to secure \$16.734 million from Resources for Regions to upgrade Hermitage and Broke roads – the first joint project funded under this program.

Without this funding, these projects are unlikely to have gone ahead. Three times the town centre project had previously been to Council and three times it was rejected because of the burden it would have put on ratepayers. This project is now, not only complete, but fully paid for.

This year we also opened the Community Recycling Centre and new waste transfer station at the Singleton Waste Management Facility, with money we received under the NSW EPA Waste Less, Recycle More initiative funded from the waste levy.

And while the primary focus has been on reducing our infrastructure backlog, we have also selected and invested in projects with significant economic benefits for our community.

Construction of the new Broke Bridge in 2012 has provided improved access for tourism and business in the Broke-Fordwich wine region. Our redeveloped Gym & Swim will open up new opportunities for sports tourism, such as the Swimming NSW Country Regional Meet we hosted in 2014. Construction of the new netball clubhouse is also under way and will have capacity to host state and regional training events.

We anticipate a 20 per cent increase in the head of cattle passing through the Singleton Regional Livestock Market once our \$6 million upgrades are completed in 2016. And the economic benefits of our town centre revitalisation have been forecast at \$23.98 million and these benefits will continue to be realised in the coming years.

We recognise that our economy needs to diversify and that we need to attract new businesses and residents to be sustainable. During the past 12 months, we have been exploring defence, mining and retail development opportunities such as whitegoods. Our tourism marketing, through the recently formed Hunter Valley Wine and Tourism Alliance, is stepping up with a campaign to bring more visitors to Singleton and Hunter Valley Wine Country during summer launched in November.

We have adopted a joint Signage Strategy with Cessnock City Council to replace and upgrade signage covering both local government areas. Signage including gateway signs, street signs, tourism signs and information boards are just some of the categories that will be addressed. We are also developing a joint marketing strategy to complement the Hunter Valley Visitor Economy Destination Management Plan.

Tourism in Hunter Valley Wine Country took a hit earlier this year as a result of the April storm. Across the Singleton local government area we had six kilometres of road under water and damaged recorded to 15 bridges, 18 culverts, five causeways and four kilometres of pavement. We still have four large projects that require further investigation before repair works can be made and we appreciate this has been a significant impost on residents and motorists.

After the emergency event, we participated in the coordinated regional response team and continue to work closely with emergency services.

In May, the new Hunter Valley Rural Fire Control Centre was opened at Bulga. This

from the mayor & general manager

\$3.1 million facility is used as a fire control centre during times of emergency and major outbreaks of bushfires. The facility has space for helicopters to land and take-off and utilise water sources. It also acts as the administration centre for RFS operations and training in the Hunter Valley. The project was jointly funded by the NSW RFS, Singleton Council and Muswellbrook Shire Council.

The emphasis on sharing resources is becoming increasingly more important and Singleton Council already does this in many ways including environmental services, records storage, weeds management, legal services, recycling services and procurement. We are also exploring new opportunities for shared resources in risk management and companion animal facilities.

Singleton has had much success working with other agencies for the betterment of the community, particular in the area of social welfare. Our Aboriginal Advisory Committee, the Interagency Group, our Disability Advisory Committee, all contribute to the development of strategies and activities to address social issues. In the past 12 months, we have developed and adopted strategies targeting young people, seniors, and children and undertaken extensive consultation with these groups to understand what the local issues are.

Singleton's participation in the International Children's Games in December actively supported young people to engage and promote healthy lifestyles.

We were central to the launch of parkrun in Singleton in August 2014, jointly sponsoring the initiative with Hunter Medicare Local and once again hosted the HMRI Singleton Health Expo for the benefit of the whole community. Internally, we have also turned our efforts to improving the health of our staff, offering free flu vaccinations and hosting a health and wellbeing expo.

With a focus on continual improvement across the organisation we have been working hard to ensure our services meet Australian Standards, from water, waste and sewerage treatment to our disability and access works. In the past 122 months, our childcare and youth services have gone through a stringent accreditation program in accordance with government guidelines.

In early 2014, we undertook an extensive review of our library and changes to this service have been progressively rolled out over the past 12 months. In September 2014, we celebrated the library's 10th anniversary in its new building and ran a successful campaign to sign up 10,000 members. We're currently reviewing the way we run our visitor information services to meet the objectives of the Hunter Valley Wine and Tourism Alliance after being inducted into the Hunter Central Coast Tourism Awards Hall of Fame in 2014.

Council is a business, much like any other. And the cost of doing business has been increasing.

It is our responsibility to make sure there is an adequate revenue stream now and in the future to maintain our community's assets. And for the past four years we have been taking action to get this Council into a better financial position, address our infrastructure backlog and reduce the financial burden on future generations.

Singleton Council had not adjusted its general rate mix for 15 years. The rate mix determines what proportion of rate income is contributed by different rate categories. Our businesses enjoy the lowest rates across all group 4 councils. They are significantly less than what businesses pay anywhere else in the Hunter.

Singleton has also been fortunate in that mining rates contribute 35 per cent of Council's rate income. Some 55 mine ratepayers contribute more than \$6 million of our \$15 million rate income. If it weren't for mining, our residential, farmland and business ratepayers would already be paying substantially more than they do at present. And long term, this is not sustainable.

We have adjusted the rate mix, effective from 1 July 2016, to reduce the proportion of rates

from the mayor & general manager

paid by residential categories and increase the proportion of rates paid by businesses and mines. This will benefit almost 82 per cent of our ratepayers.

In September 2014, the NSW Government released its long awaited response to a three-year independent review of local government. The Fit for the Future reform package is based on the Independent Local Government Review Panel's recommendations and reflects the priorities identified by the sector during the consultation process.

Singleton Council was identified in that review to have the scale and capacity to remain a stand-alone council. But we, like all councils across NSW, had to prepare a Council Improvement Proposal detailing how we would achieve long term financial sustainability. The government identified seven financial indicators that measure sustainability, infrastructure and service management and efficiency. As at 30 June 2014, Singleton Council only met two of the seven indicators.

Our improvement proposal outlined eight strategies that would enable Singleton Council to meet or be trending to meet the indicators within five years. This included a proposed special rate variation of 9.75 per year for four years that will increase Council's general rate income by \$6.35 million by 2020. The special rate variation, combined with our other strategies, would ensure this Council's long term financial sustainability and enable us to continue to fund the services and programs our community expects. It would also enable us to maintain and renew our \$617 million in infrastructure assets.

We recognise that a special rate variation is never a popular decision. However, rates do increase every year in line with rate pegging, capped at approximately 2.5 per cent. Even without a special rate variation in 2016/17, Singleton ratepayers could still expect their rates to increase by 10.38 per cent by 2020 from rate pegging alone.

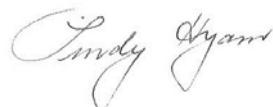
We also have a special rate variation expiring in 2017. This special rate variation of 3.1 per cent was approved in 2002 to fund construction of our new library – voted Favourite Library in NSW in 2014 – stormwater works, rural roads, streetscape works and refurbishment of Council buildings. This will reduce Council's rate income by \$501,000 in 2017/18.

Council will consider whether to proceed with an application for a special rate variation at its December 2015 meeting. Applications are due with IPART in February 2016.

In the event we do not apply for or receive a special rate variation, we will need to undertake further consultation with our community about how we can reduce or cut our services. We hope this won't be necessary.



John Martin OAM



Lindy Hyam

our councillors



Cr John Martin OAM

M: 0407 041 621

E: jmartin@singleton.nsw.gov.au

Cr Martin has been a Singleton Councillor since 1965.



Cr Godfrey Adamthwaite

M: 0407 042 571

E: gadamthwaite@singleton.nsw.gov.au

Cr Adamthwaite has been a Singleton Councillor since 2008.



Cr Tessa Capsanis

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E: tcapsanis@singleton.nsw.gov.au

Cr Capsanis has been a Singleton Councillor since 2012.



Cr Hollee Diemar-Jenkins

M: 0418 595 484

E: hjenkins@singleton.nsw.gov.au

Cr Diemar-Jenkins has been a Singleton Councillor since 2012.



Cr Bob Keown

M: 0409 057 218

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Cr Keown has been a Singleton Councillor since 2012.



Cr Tony McNamara

M: 0407 042 802

E: tmcnamara@singleton.nsw.gov.au

Cr McNamara has been a Singleton Councillor since 1999.



Cr Sue Moore

M: 0407 029 341

E: smoore@singleton.nsw.gov.au

Cr Moore has been a Singleton Councillor since 1999 and was the previous Mayor.



Cr Ruth Rogers

M: 0407 041 542

E: rrogers@singleton.nsw.gov.au

Cr Rogers has been a Singleton Councillor since 2009.



Cr Val Scott

M: 0407 042 679

E: vscott@singleton.nsw.gov.au

Cr Scott has been a Singleton Councillor since 2004.



Cr Danny Thompson

M: 0400 249 374

E: dthompson@singleton.nsw.gov.au

Cr Thompson has been a Singleton Councillor since September 2013.

our organisation

Council's organisational structure is made up of the General Manager's executive office and three groups - Community and Infrastructure Services Group, Corporate Services Group and Planning and Sustainable Environment Group led by a Director who reports directly to the General Manager.

The General Manager is directly accountable to the Mayor and Councillors, who are elected by Singleton residents.

General Manager - Lindy Hyam MBA, B.Ed, Dip Teach, FAICD

Lindy Hyam has been General Manager of Singleton Council since September 2011 after being the General Manager of Newcastle Council.

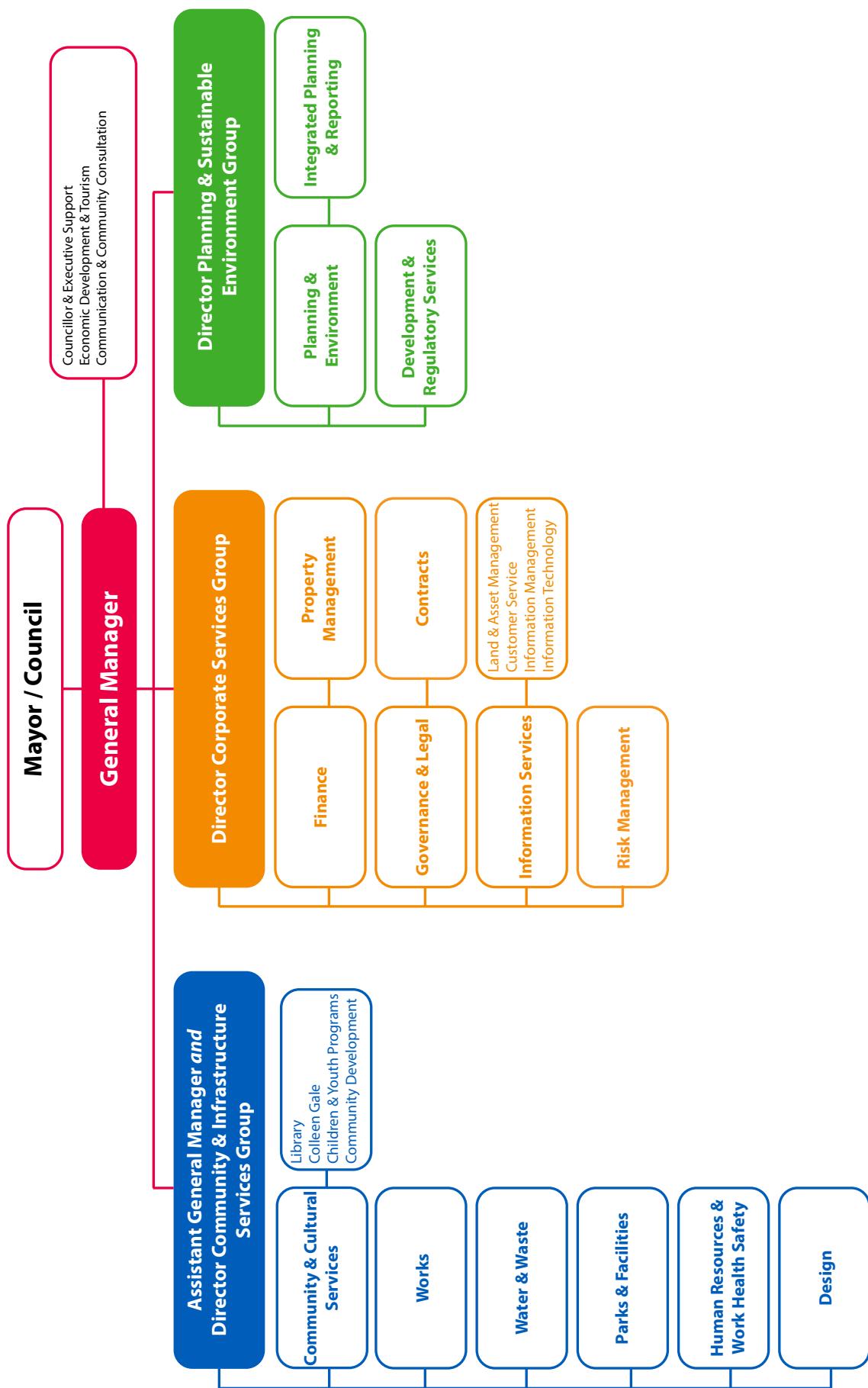
Lindy has held CEO roles at international and national levels since the 90s, including the National Health and Hospitals Reform Commission, the international education companies of IDP Education Australia and IELTS Australia for which she won the National Export Award in 2004, CEO of organisations jointly owned by the Commonwealth, State and Territory Governments and industry being the Horticultural Research and Development Corporation and the biosecurity related Plant Health Australia. Prior to that, Lindy was Director of Organisational Development at Warringah Council.

Lindy has been a non-executive director on many boards including the NZ Crown Research Institute of Horticulture and Food, the Rural Industries Research and Development Corporation, Kip McGrath Education Services, Campus Management Services CQU, the Sugar Research and Development Corporation and currently Hunter Councils LTD, Chair of Hunter Legal Services, the Hunter Valley Wine and Tourism Association and the Hunter Valley Wine and Tourism Alliance.

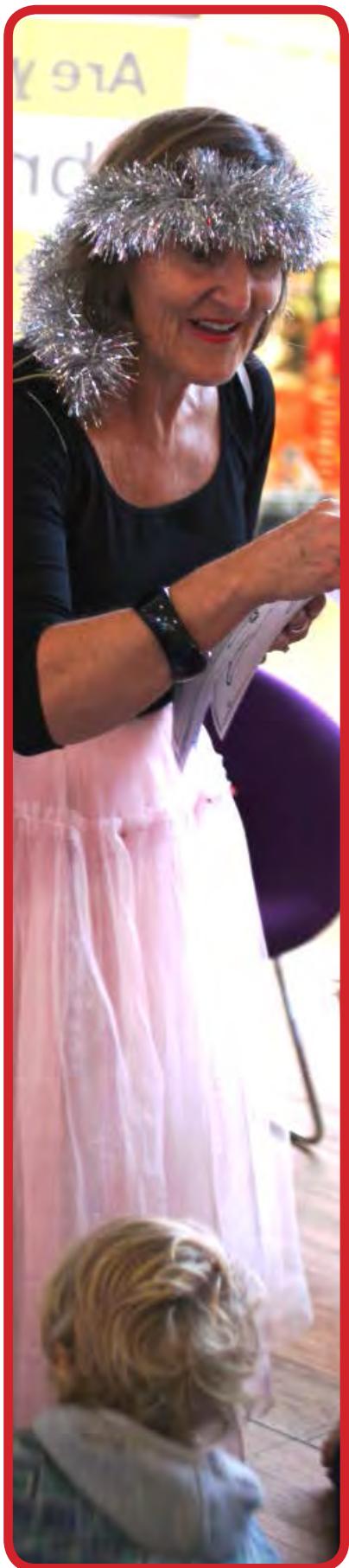
Lindy's qualifications are an MBA, Bachelor of Education Diploma of Teaching and a Fellow of the Company Directors Institute. Her interests are in corporate strategy and ethical leadership.



organisational structure



our service areas



Singleton Council is a major employer comprising of units that provide more than 100 services and programs to the community. Services cover a broad range of areas including child care, youth, library, major events, parks and recreation, planning, roads, governance, waste, water, companion animals, sports, stormwater, sewerage, food safety, leisure facilities, mapping, and cultural and community development.

Children and Youth Programs

Council provides out of school hours care as well as operating the Singleton Youth Venue. This team provides children's support services, tutoring and early intervention programs as well as coordinating events and activities for young people.

Colleen Gale Children's Services

This not-for-profit centre provides long day care and mobile preschool programs for children aged six weeks to five years, Monday to Friday, 50 weeks of the year.

Communication and Community Consultation

The communication and community engagement team is responsible for media relations, website management and the production of marketing and communications material such as the quarterly Council newsletter.

Community Development

Our community development team provides advice and support for long-term community strategic planning and works closely with community organisations and state agencies to make Singleton a welcoming, safe and accessible-by-all environment.

Councillor and Executive Support

This team collates the business papers for each Council meeting, records minutes, supports our Mayor, General Manager and Executive Leadership Team and liaises with Councillors on behalf of other staff.

Customer Service

Our friendly Customer Service team is the first point of contact for most people visiting Council's Customer Service Centre in Queen St and assists in responding to all types of enquiries as well as operating Council's call centre.

Development and Regulatory Services

This team manages health and building regulation and compliance, animal control, processing development applications and provides a range of building-related services.

Economic Development and Tourism

This team supports and assists our business community; partners to assist community groups and other organisations to obtain grants; is responsible for major events and festivals; and manages and operates the Singleton Visitor Information and Enterprise Centre.

Finance

Finance is responsible for the management of Council's finances and ensuring compliance with statutory financial and reporting obligations; and preparation of the annual budget and long-term financial plan. This area is also responsible for accounts receivable, accounts payable, payroll and treasury functions.

Food safety and compliance

This team ensures food businesses comply with their legislative responsibilities to produce safe food by conducting regular inspections. They provide education to assist businesses with compliance through newsletters, calendars and annual training.

our service areas



Governance and Legal

This team oversees and contributes to the establishment, implementation and review of good governance structures and processes and provide information and advice on legal matters, contracts, contract compliance and oversees the tendering process.

Human Resources and WHS

Our HR/WHS team is responsible for all employment-related issues, including recruitment, and provides strategic, operational advice and support on all employee relations issues including inductions, training, and professional development.

Information Management

Information management is responsible for maintaining Council's record-keeping systems and ensuring we meet all our record-keeping obligations.

Information Technology

Our IT team maintains our information and communication technology and looks for ways to continuously improve Council's IT systems.

Integrated Planning and Reporting

This team is responsible for meeting the legislative requirements of the Integrated Planning and Reporting Framework. It is the basis of all activities and programs undertaken by Council.

Land and Asset Management Systems

This team coordinates asset management functions and manages the electronic systems and software which hold the information about Council's assets and land. These systems allow Council to manage the maintenance, replacement and repairs of its assets.

Parks and Facilities

Parks and facilities manage maintenance and improvement programs with particular regard for Council's open space, sports grounds, parks, gardens and public amenities.

Planning and Environment

Planning and environment lead the development of strategic land use plans such as the Singleton Local Environmental Plan and coordinate environmental education.

Rangers

Our rangers are responsible for enforcing companion animal laws and other regulations and educating the community about responsible pet ownership.

Risk Management

This team manages Council's insurance portfolio, manages day-to-day claims and provides advice and training to staff in relation to risk management.

Singleton Library

The library team hosts a dynamic range of programs for all ages at the library and outreach and hosts regular exhibitions, workshops, talks and social groups. It offers free internet access, games and has meeting and training rooms available for hire.

Water, Waste and Sewer

This team is responsible for the supply and management of water and sewer services to the Singleton area (excluding Branxton). They manage Council's waste services which include the Singleton Waste Depot, and kerbside collection for general waste and recycling.

Works

Our Works team is responsible for the safety, construction and maintenance of local and regional roads, footpaths, bridges, culverts, bus stops and stormwater assets.

snapshot of singleton



The Singleton Local Government Area (LGA) covers 4,893km² and is located 200km north-west of Sydney and 80km inland from Newcastle. It includes the township of Singleton, as well as the villages of Branxton, Broke, Bulga, Camberwell, Elderslie/Stanhope/Lambs Valley, Glendonbrook, Glennies Creek, Hermitage Road, Jerrys Plains, Kirkton/Lower Belford, Mirannie, Mitchells Flat, Mount Olive, Putty, Warkworth, Wattle Ponds and Whittingham.

Singleton is located in the heart of the Hunter Valley on the junction of the New England and Golden highways at the conclusion of the Hunter Expressway and is surrounded by World Heritage National Parks – Wollemi and Yengo - as well as Mt Royal National Park.

Singleton benefits from three primary economic drivers - the defence base, coal mining and tourism. The strength of the coal industry has served Singleton for 100 years, however, the need to diversify the local economy is essential. Council has renewed its focus on tourism in recent years to achieve the required economic diversification.

Singleton is the heart of the internationally renowned Hunter Valley Wine Country that attracts more than 1.2 million tourist visitors per year.

Singleton local government area receives 406,000 overnight and day trip visitors per year. There are 140,000 overnight visitors staying for a total of 459,000 nights. Overnight and day visitors spend more than \$94 million annually with overnight visitors contributing \$68 million. The total number of visitors to Singleton has grown more than 30 per cent in six years.

The visitor economy in the Hunter supports 27,000 jobs from \$3.5 billion in direct and indirect flow on effects. An economic impact assessment of the tourism and wine industries in Hunter Valley Wine Country found total output from tourism spending and industry investments in 2011 was \$520.6 million.

The area has experienced a prolonged period of steady population growth driven by business and industry resulting in a predominantly young, employed labour force and an unemployment rate of less than two per cent.

Coal mining in the Singleton local government area contributes more than half a billion dollars in mining royalties each year, double the amount of the second closest contributor, and is the major industry and employer.

Singleton's regional gross product per capita is \$243,025, whereas the state average is \$71,191. (Source: Latest REMPLAN data incorporating Australian Bureau of Statistics' (ABS) June 2014 Gross State Product, 2009 / 2010 National Input Output Tables and 2011 Census Place of Work Employment Data.)

In 2012/13, 90 million tonnes of raw coal was extracted in the Singleton-North West area. (Source: Singleton Council Mining Directory 2014)

Singleton is home to the Lone Pine Barracks and the School of Infantry. The School of Infantry is responsible for the arms training of all recruits into the Australian Army. The base has approximately 500 permanent employees and up to 2,000 recruits pass through the school each year. The base houses the brand new Australian Army Infantry Museum with artefacts and collections dating from the 19th century through to today.

The Singleton community has access to eight public schools, two private schools, a TAFE NSW Campus, a community college and is in proximity to the University of Newcastle. It also has generous sporting amenities, many shopping options and modern public amenities.

The healthy economy of Singleton is supported by a diverse range of other industries including viticulture, education, engineering, fabrication, trades services, tourism, hospitality, mining, power generation, defence, agriculture and retail. The power stations located in and adjoining the Singleton LGA supply up to 40 per cent of the state's power needs.

snapshot of singleton



Population	23,751
Projected population in 2021	27,200
Australian citizens	91.25%
Indigenous citizens	3.5%
Residents born in Australia	87%
Residents aged 0-19	30.08%
Residents aged 20-29	13.14%
Residents aged 30-39	13.3%
Residents aged 40-59	28%
Residents aged 60+	15.5%
Labour force	50.2%
Employed	47%
Unemployed	1.7%

Source: Australian Bureau of Statistics, Regional Population Growth, Cat 3218.0 (2012-13 data was released on 3 April 2014)

Industry sector	Jobs	%
Mining	2,806	25.2
Retail trade	934	8.4
Manufacturing	771	6.9
Accommodation & food services	762	6.9
Health care and social assistance	741	6.7
Construction	713	6.4
Public administration & safety	606	5.4
Education & training	574	5.2
Agriculture, forestry and fishing	433	3.9
Other	2,783	25
Total	11,123	100

Source: REMPLAN incorporating ABS 2011 Census JTW Employment

WASTE
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**performance
REPORTS**



introduction



In 2009, a new planning and reporting framework was introduced in NSW replacing the former management plan structure. The new framework helps the way communities plan for their future under the stewardship of local government.

The changes required Council to prepare a 10-year Community Strategic Plan, a four-year Delivery Program and a one-year Operational Plan.

Community Strategic Plan

In April 2012, Council endorsed Singleton's first Community Strategic Plan following extensive community consultation.

Following the election of a new Council in September 2012, the plan was reviewed to ensure it still met the needs of our community.

The revised Community Strategic Plan Our Place: A Blueprint for 2023 was endorsed by Council on 17 June 2013.

The plan is based on four pillars or themes identified by the community that outline the vision our community has for where it wants to be. Each pillar has some outcomes (how will this benefit our community) and strategies (how will we get there). These strategies link to Council's Delivery Program.

Delivery Program & Operational Plan

Our four-year Delivery Program details the principal activities we will undertake towards achieving the visions of our community. It contains a one-year operational plan detailing the activities we will undertake during the year as well as our annual budget.

Our Delivery Program 2014-2018 was adopted by Council on 17 February 2014. Our Operational Plan for 2014/15 was adopted by Council on 16 June 2014.

How we performed

The report that follows is a snapshot of our performance relating to each of the four pillars in our Community Strategic Plan. For each action, we have detailed whether the activity is complete, under way or not started. We have also provided some short commentary for each.

building connections



our community

safe • healthy • smart • united

Our outcomes

Our community:

- feels supported and cared for through the provision of services and facilities
- comes together to celebrate
- has a strong sense of identity and place
- learns and grows together
- is encouraged to live a healthy and active lifestyle

Our strategies

- Provide a range of activities and events to encourage community participation.
- Offer a range of cultural, sport and recreational facilities to meet the needs of our diverse community.
- Provide and promote services and facilities that meet the needs of our community through various stages of life.
- Revitalise community spaces and places.
- Support and enable Singleton as a learning community.



Construction on the extension and upgrade of the Singleton Gym & Swim officially commenced on 30 June with a sod-turning ceremony on site. The \$5.91 million project is being funded by the Hunter Infrastructure and Investment Fund and \$200,000 from a voluntary planning agreement with Ravensworth Mine.

The project includes construction of a hydrotherapy pool and associated amenities, an extended gymnasium, new cafe, spa, creche and administration area. The new gymnasium is due to open in December 2015 and the pool is due for completion in mid-2016.



The Singleton Visitor Information & Enterprise Centre won gold for the third year in a row at the Hunter Central Coast Tourism Awards for visitor information services - automatically earning it a place in the awards Hall of Fame.



In September, Council adopted a Multicultural Action Plan, and became one of the few councils in the Hunter to actively plan for its multicultural community. Actions implemented so far include English conversation groups at the library, Indian and belly dance workshops and supporting the establishment of a multicultural playgroup.



Council put on six, free major events for the community in 2014/15 that included Australia Day, Pictures in the Park, Presents in the Park, Hunter Coal Festival community day, Play in the Park and the ACA Masters.



Harmony Day 2015 was a big success, with more than 100 people attending. The hard work from the Community Development and Library teams and supporting community partners ensured that there was never a dull moment. The day was filled with storytelling, crafts, a feast of international food, a barbecue provided by the Lions Club, music, dance, and the opportunity to learn some words in another language.



Singleton was represented at the 2014 International Children's Games at Lake Macquarie. Fifteen-year-old Flynn Lefmann won the bronze medal for long jump.



Council adopted a Village Place Making Strategy to set the direction for place making activities in the local government area for the next five years. Council defines place making as the ongoing process of managing, enhancing and activating the community places through the engagement and involvement of residents and organisations, giving them the capacity to build strong, meaningful and resilient places. Activities to date have included the creation of the Singleton Community Garden, The Big Draw event, book exchanges, community workshops and activations within the town centre. The *Imag_ne* sculpture was installed in Townhead Park for three months.

Council adopted a Housing and Accommodation Strategy to establish the vision, options and actions in delivering its land to the market or guiding developers. Council engaged Scott Carver to prepare the strategy after extensive consultation with stakeholders and the community. The strategy provides strategic direction to address the issues of housing affordability and diversity as well as providing opportunities for Council to partner with other levels of government to provide specific types of housing, including social and aged accommodation. The strategy will address the housing needs of Singleton for the next 10 to 20 years.



Singleton Youth Venue hosted a skate workshop for National Youth Week in April at the Allan Bull Reserve. Coaching clinics were run by trained facilitators from the Australian Skateboarding Community Initiative. More than 50 people attended on the day.



Eleven young people participated in the creation of *Singleton Tales* in the style of 'verbatim theatre' where every word in the performance is drawn from the words of real people. *The Newcastle Herald* wrote an excellent review on the play which was performed in November. More than 50 people watched the production. This production was delivered in partnership with ABC Open and Tantrum Youth Arts.

Council partnered with the Aboriginal Advisory Group to celebrate NAIDOC Week. The activities were a big success, with more than 100 people attending the main event at Singleton Library to watch Aboriginal dancing, hear stories and didgeridoo playing, and taste some "bush tucker".

In February 2015 Council adopted the Lifestyle Plan for Older People, implementing actions including: submission to Department of Planning on Independent Retirement Living; inviting Army to all activities and events; linking U3A and the Youth Action Team; promoting the Disability Advisory Committee; including infrastructure needs of older people in village plans; promoting the Library as a safe and comfortable environment; supporting the Senior Citizens Centre business planning.

The entry forecourt and toilet facilities at Singleton Seniors Centre were reconstructed to make it fully compliant with AS 1428.1-2009 design for improved access and mobility for people with disabilities.



Council, in partnership with the RSL Sub-Branch and Singleton Artists' Group constructed a new Anzac commemorative plinth outside the Civic Centre. It was unveiled on Anzac Day 2015.



Repairs have been undertaken to a number of areas within the cycleway network. A link from Acacia Circuit to Wattle Ponds Road through Allan Bull Reserve has been established. This has included the construction of a pedestrian bridge crossing and approximately 270 metres of new concrete cycleway. These works have continued to expand the off-road linkages for the community.



Singleton Library celebrated its 10th birthday in September. The day was a huge success with 2,600 people attending, 34 stall holders, rides, petting zoo, live music, book sale, Scallywags and a cocktail party. Power FM said it was "best outdoor event they've ever been to in the valley".



The Colleen Gale Children's Service celebrated 21 years of education and care in the Singleton community in May 2015. The service held a birthday party at the centre to reminisce and celebrate its accomplishments and contributions to the Singleton community. There were 120 current and previous families and staff and other key community members in attendance. Robbie Gee, the daughter of Colleen Gale, was a special guest at the event and welcomed the support and recognition of the efforts made by her mother in early education and care.



Singleton Out Of School Hours (OOSH) had 129 enrolled families during 2014/15, up 118.64% from the previous year. OOSH participated in the accreditation process and received a "meeting" all standards. OOSH children participated in the "5000 Poppies" campaign and enjoyed researching Australia's wartime history.



Hunter Medical Research Institute (HMRI), in partnership with Coal & Allied and Singleton Council, hosted the second free health expo in September at the Civic Centre. The HMRI Health Expo promoted healthy eating, active living and safe communities. The collaboration between HMRI, Coal & Allied and Singleton Council was an initiative which aimed to uplift the quality of life and increase motivation within the Singleton community. It was also a great opportunity to inform the community about various activities and services in the Singleton area that cater to monitoring and improving health and wellbeing.



Staff participated in National Tree Day in July and a special schools day on 25 July 2014, planting more than 1000 trees at Nowlan Park. Staff also participated in the Adopt A Road Program which is carried out on four mine-affected roads periodically throughout the year.

"The Pioneer" sculpture was unveiled in July as part of the opening night of the 2014 Singleton Art Prize. The sculpture was donated to the people of Singleton by Singleton District Artists in memory of our early pioneers. The two-metre high, 300kg bronze sculpture was made by Tanya Bartlett and took three years to complete. It stands above the steps near the forecourt of the Civic Centre.



Westpac Rescue Helicopter volunteer Danny Eather was named Singleton Citizen of the Year while Annie Nichols was named Young Achiever of the Year on Australia Day 2015. Danny was recognised for his work with the Singleton support group of the Westpac Rescue Helicopter Service where he's been an active volunteer for the past five years. Annie was recognised for her contribution to the local sports community, charity and agricultural groups. Annie is a passionate advocate for rural health and women's issues.



Pillar: Our Community

Strategy: Provide a range of activities and events to encourage community participation

4 Yr Program Outcome: CBD is vibrant, and well utilised

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.1.1.1 Deliver a program of Place Making activities in the Town Centre.	1.1.1.1.1 Provide a minimum of six Place Making activities in the CBD;	June 2015	Economic Development & Tourism	Operating	Completed

Status : In the 2014/2015, a program of Place Making activities was successfully delivered in the town centre to activate spaces and places that were being under utilised by the community. Over the course of the year 15 activities were delivered including the official opening of the Singleton Community Garden and the Big Draw workshops. In October, five book exchanges were held in various locations throughout the town centre and an additional event was held in February to coincide with Valentine's Day at Bailey's Union Park. More than 50 books were given away at that event. The Place Making in Singleton program also provided assistance to local business, That Little Art Place, to deliver an art event on John Street during the 2015 Singleton Festival. The laneway project for a box planter installation was progressed and the detailed design completed. This project is due for completion in the first quarter of 2015/2016 and will be installed in the town centre precinct.

4 Yr Program Outcome: Council supports, facilitates and promotes a wide range of accessible activities and events, encouraging community involvement

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.1.2.1 In partnership with the community, identify, plan and facilitate significant and relevant events that meets the needs of the Singleton LGA	1.1.2.1.1 Hold a minimum of 10 events per year; 1.1.2.1.3 Attendee satisfaction level of 90%; 1.1.2.1.2 A minimum attendance of 1000 people across the 10 events;	June 2015	Community & Cultural Services	Operating	Completed
1.1.2.10 Deliver a program of major events to increase overnight visitation and stimulate the local economy	1.1.2.10.1 Deliver a minimum of four key events in the Singleton LGA;				

Status : Council has worked with many community stakeholders to deliver ten (10) Community & Cultural events this year with 3,220 participants. Events included Seniors Week, NAIDOC Week and Harmony Day celebrations; Children's Book Week festivities; Volunteer Week and Library Week events; Youth music nights such as Play in the Park; and the International Children's Games events.

Status : In 2013/14, Council embarked on an ambitious new program to deliver several major events each year to increase participation of the local community. These events wherever possible were provided free of charge, were to be accessible to all members of our community and have free transport options. In 2014/15, Council delivered six major events that included Pictures in the Park, Play in the Park, Presents in the Park, Australia Day Fair, Australian Cricketers Association Masters and the Hunter Coal Festival community day. While all of these events were a success in their own right, organised by Council the community day held in March was attended by more than 4,500 people and was a wonderful showcase of local skills, technology, performance and wares.

The "in the park" series experienced mixed success and was impacted by poor weather. Pictures in the Park will continue in 2015/16 while the Presents event will be rebranded as a Christmas event to be held in John St. Planning for the 2015 Singleton Festival also got under way in 2014/15 and this is scheduled for three weeks in July 2015 with more than 30 events in the program.

The Australia Day Fair proved even more popular in 2015 than in 2014 and Council expects to continue to see growth at this event into the future, with an emphasis on increasing the engagement of local young people.

		April 2015	Works Management	Operating	Completed
1.1.2.2 Facilitation, promotion and delivery of a diverse range of social and cultural events	1.1.2.2.1 Council provides Traffic Control Plans and other support to RSL in organising the Anzac Day celebrations;				
Status : The traffic management plan for the ANZAC celebrations has been completed and mitigated potential congestion along with pedestrian safety.					
1.1.2.3 Encourage community participation and involvement through creating a range of volunteer opportunities within the various functions of the Community and Culture department	1.1.2.3.2 Volunteers have participated in induction and training; 1.1.2.3.1 A minimum of 15 volunteers providing support to the programs; 1.1.2.3.3 Volunteers are providing a high level of support to the participants and participants have a satisfaction rate of 90% with the support they are given;	June 2015	Community & Cultural Services	Operating	Completed
1.1.2.4 Collaborate with young people and the wider community to organise National Youth Week events	Status : Council has 44 regular volunteers inducted assisting with delivery of Community and Cultural Services. These include delivery of English as a Second Language (ESL) workshops, Youth Action Team volunteers, Homework Help program, Home Library Service, nursing home readings, local heritage research and assisting with family history library enquiries.	May 2015	Community & Cultural Services	Operating	Completed
1.1.2.5 Host family-friendly events to more actively involve families in Colleen Gale Children's Services	1.1.2.4.2 Youth Week activities will have a minimum attendance target of 100 young people; 1.1.2.4.1 Youth Week has been planned and facilitated involving a minimum of 10 young people and other key stakeholders; 1.1.2.4.3 Attendee satisfaction level of 90%;				
Status : National Youth Week is the largest celebration of young people in Australia. Council's successful National Youth Week Grant supported the planning of a Live band night, a TED Talk presentation (Technology, Entertainment & Design), a mask & puppetry master class, skateboarding workshops, youth theatre workshops and performances, and youth excursions. In April over 300 young people were involved in planning and participating in the Youth Week events.					
Status : The Colleen Gale Children's Services held a variety of family friendly events this year, including community Meet and Greet nights, family stalls at the Hunter Coal Festival community day, Bulga Beats and Mail Run charity bike ride, facilitated an African drumming workshop for students from Milbrodale Public School, supported Broke and Mt Pleasant Public Schools fundraising activities, and participated in the Seniors Week event at Broke.					
The Colleen Gale Children's Service celebrated twenty one years of Education and Care in the Singleton community in 2015. To mark the anniversary, the service held a birthday party at the centre on Friday 29th May 2015. Over 120 current and previous families and staff came along to celebrate Colleen Gales' accomplishments and contributions to the Singleton Community.					

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.1.2.6 Community will be provided with opportunities to be involved and have input into building the library collection Status : Eight (8) community book buying days were held in partnership with Library suppliers. Overall, 20% of all stock purchased has been directly selected by individuals from the Singleton community. This year 588 stock suggestions were received and stock suggestions processed in 4 days turn around.	1.1.2.6.1 Deliver 8 annual opportunities for the community; 1.1.2.6.2 20% of purchase stock will be chosen by the community.	June 2015	Community & Cultural Services	Operating	Completed
1.1.2.7 Exhibitions and events that highlight and promote local heritage and history will be facilitated through partnership with the Singleton Family History Society and Singleton Historical Society Status : The Library facilitated 3 joint local history events with 93 participants. Events included a History Week Lecture and two events in the ANZAC Centenary Program, 5000 Poppies campaign and 'A Camera on Gallipoli' Exhibition.	1.1.2.7.1 Four events held per year with a minimum of 100 participants; 1.1.2.7.2 Participant satisfaction rate of 90%;	June 2015	Community & Cultural Services	Operating	Completed
1.1.2.8 Library will partner with local artists to deliver exhibitions that will provide opportunities to showcase local talent and support local artists to develop exhibition skills Status : Council has partnered with five local artists to run five exhibitions and two events in the Library Gallery Space. "Art for Sale" visual arts exhibition was held with Leanne Davy that included original artwork and merchandise for sale over the Christmas period. "Deadly Dots" exhibition from a local Aboriginal artist Sharon Aurisch. Sharon was very appreciative of the support in her first ever exhibition and the response received. "Beauty" photography exhibition was held with Rebecca Bushell. A "Needlework" exhibit was held with Shirley Collard and received an extremely positive response. 'Mycelia Obsession' Exhibition by Hunter local and international botanical artist Maree Elliott, who provided feedback that Singleton Library Gallery is a very professional operation.	1.1.2.8.2 80% of local artists report satisfaction and an increased confidence in exhibition delivery; 1.1.2.8.1 Four exhibitions held per year;	June 2015	Community & Cultural Services	Operating	Completed
1.1.2.9 Facilitate community events to promote participation in National Tree Day which is carried out on four mine affected roads periodically throughout the year. Clean up Australia Day undertaken in March 2014 in conjunction with Singleton Tidy Towns.	1.1.2.9.1 Organise and participate in Clean Up Australia Day, National Tree Planting Day, Adopt A Road Program;	June 2015	Parks & Facilities	Operating	Completed

4 Yr Program Outcome: Council supports planning, development and implementation of programs and services to meet the needs of our diverse community

Status : The Multicultural Action Plan has been adopted by Council. Actions have commenced with strong partnerships between Council and Northern Settlement Services, Hunter Prelude and the Hunter Rural Multicultural Network to deliver the Multicultural Friendship Group, a Multicultural Playgroup, English conversation groups, the Harmony Day Celebrations in March, and Cross-Cultural Dance Workshops in June.

Strategy: Offer a range of cultural, sport and recreational facilities to meet the needs of our diverse community

4 Yr Program Outcome: Good quality/ fit for purpose facilities and meet the need of the community

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.2.1.1 Review Singleton Bike Plan	1.2.1.1.1 Bike Plan adopted by Council	June 2015	Parks & Facilities	Operating	In Progress
	Status : Consultancy company GHD has been engaged to undertake a review of the Singleton Bike Plan. Community engagement for the review has been undertaken with a draft report to be submitted before end of July and anticipated presentation to Council by end September 2015.				
1.2.1.2 Source funding and implement the recommendations of the Singleton Traffic and Parking Study	1.2.1.2.1 Spend 100% of available funds;	June 2015	Works Management	Completed	
	Status : Council staff have made Expressions of Interest under the Resources for Regions Program for funding of the Northern and Southern Precincts of the Town Centre. Funding for the upgrade was unsuccessful. Works identified in the Traffic and Parking Study are being considered as a part of the review of the Cycleway Program. Secured additional \$22,000 funding for the new shared cycleway connecting Queen Street to the new Gym and Swim. Select findings are being implemented as part of the Town Centre Revitalisation Project. Singleton Council is successful in getting \$435,000 to fund safety and accessibility of the northern part of the township of Singleton, consistent with the works in the John Street Singleton.				
	The Singleton Traffic and Parking Study was intended to address community parking and traffic needs. The proposed works once completed consistent with Singleton Traffic and Parking Study will improve accessibility and safety of pedestrians, and vehicle sharing the town streets.				
1.2.1.3 Ensure effective and efficient operation of the SVIEC	1.2.1.3.3 Exceed \$30,000 in retail sales annually; 1.2.1.3.2 Exceed 14400 unique visits to www.visitsingleton.com 1.2.1.3.1 Exceed 35,000 enquiries through VIEC per annum	June 2015	Economic Development & Tourism	Operating	Completed
	Status : The Singleton Visitor Information and Enterprise Centre had a good year for retail sales with an increase of 12.4% (\$3,818.20) and visitor enquiries remained steady over the 12-month period. The use of the Pop Up Show facility by local small business owners has been a successful way of supporting local businesses while also showcasing the centre to locals. Staff have been working on ways to better deliver and manage SVIEC initiatives on a smaller budget. Some ways that this has occurred is by moving to the use of online forms and use of social media as the main promotional tool rather than costly and unmeasurable print and radio advertising. The centre has also provided conference and meeting room facilities for local charities, organisations and corporates and continues to function as the driver reviver space during peak holiday periods.				
1.2.1.4 Implement the Refurbishment of the Singleton Gym and Swim Complex	1.2.1.4.1 Construction commenced	June 2015	Parks & Facilities	Operating	Completed
	Status : Building contractor, Hines Constructions, has been engaged to undertake construction of the Project. All approvals are in place and a temporary gym is in operation to allow demolition of existing and construction of the new gym. Proposed completion of gym by December 2015 and construction of new hydrotherapy pool and administration areas scheduled for May 2016 with full project completion by June 2016.				
	Completion of this project will implement initiatives identified in the Singleton Gym and Swim Masterplan adopted by Council in 2013				

4 Yr Program Outcome: Ensure Library, Youth Venue and Children's facilities are physically and culturally accessible to our whole community

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.2.2.1 Provide library, Youth Venue and childcare facilities to meet community needs	1.2.2.1.1 A cultural accessibility standard operating protocol implemented for library, Youth Venue and childcare sites	June 2015	Community & Cultural Services	Operating	Completed
Status : A standard operating tool has been established for Library, Youth and Childcare services					

Colleen Gale Children's Services provides childcare services that meet the needs of the community. The Colleen Gale Centre is a Long Day Care centre, operating from 6:30am to 6:00pm Monday to Friday over 50 weeks of the year. The Singleton Mobile Preschool operates from 9am to 3pm during school terms and has continued operations to the villages of Singleton five (5) days per week at Bulga, Broke, Mitchells Flat and Mt Olive.

The Library has seen a 15.05% membership increase to 10,032 registered members, which represents 37.75% of the Singleton's population. The State Government Reporting for 2013/14 has been completed.

4 Yr Program Outcome: Cycleway network provides recreation and alternate access within the community

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.2.3.1 Undertake \$45,000 of cycleway repairs	1.2.3.1.1. Works completed	June 2015	Parks & Facilities	Operating	Completed
Status : Repairs have been undertaken to a number of areas within the Cycleway network. A link from Acacia Circuit to Wattle Ponds Road through Allan Bull Park has been established. This has included the construction of a pedestrian bridge crossing and approximately 270 metres of new concrete cycleway. These works have continued to expand the off road linkages for the community.					
Strategy: Provide and promote services and facilities that meet the needs of our community through various stages of life					
4 Yr Program Outcome: Council plans for and supports the provision of a range of housing options					
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.3.1.1 Priority implementation outcomes of the Housing Strategy identified	1.3.1.1.1 Priority outcomes Council is responsible for are adopted by Council	June 2015	AGM & DCIS Management	Operating	Completed
Status : Housing and Accommodation Strategy was adopted by Council. Actions within the strategy have commenced the investigation phase.					

4 Yr Program Outcome: Singleton has a greater diversity of housing, a mixture of densities, supported housing

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.3.2.1 Implementation of Housing Strategy Action Plan	1.3.2.1.1 Review of Pinnacle 7C subdivision undertaken to reflect desired outcomes identified in the Housing Strategy	June 2015	AGM & DCIS Management	Operating	In Progress
Status : Action plan adopted and implementation will commence in July.					

4 Yr Program Outcome: Community and Council Facilities and services are accessible by all members of the community

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.3.3.1 Improve Senior Citizen Centre Disability Access Works	1.3.3.1.1 Access meets AS1428	June 2015	Parks & Facilities	Operating	Completed
Status : During 2015 works were undertaken to reconstruct the entry forecourt and toilet facilities at Singleton Seniors Centre to make it fully compliant with AS 1428.1-2009 Design for access and mobility.					
In addition to this project, during 2014/2015, Council constructed new AS 1428.1-2009 compliant toilets at both Broke and Bulga Recreation areas which expand the number of accessible facilities for the community.					
1.3.3.2 Provide support and advice across Council on best practice and legislative requirements of the Disability Discrimination Act	1.3.3.2.1 A minimum of one training workshop completed 1.3.3.2.2 A checklist of access requirements for official Council messages is developed and distributed across Council	June 2015	Community & Cultural Services	Operating	Completed
Status : Council staff met with the Cabinet office and Be Accessible Institute to put forward a Report advising Council of the local ramifications of the Disability Inclusion Bill. Professional advice provided to support the assessment of Development Applications. A checklist of Access requirements for official Council messages has been developed.					

4 Yr Program Outcome: Council supports and plans for our ageing population

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.3.4.1 Council implements appropriate actions identified in the Ageing Strategy	1.3.4.1.1 Relevant actions identified and completed	June 2015	Community & Cultural Services	Operating	Completed
Status : The Ageing Strategy has been adopted by Council. This year 24 of the identified actions have been successfully implemented.					

1.3.4.2 Produce a quick reference guide of services, tips and tools for healthy ageing	1.3.4.2.1 Develop, print, promote and distribute the guide with assistance from relevant organisations; 1.3.4.2.2 Resource is easily accessible by target groups including from the Library and Senior Citizens Centre	June 2015	Community & Cultural Services	Operating	Completed
Status : A Service provider audit has been developed and distributed to all service providers on the Singleton Interagency. The online Community Directory of Services for Older people has been updated. Heat Wave Safety messages incorporating tips for Singleton's Ageing population was broadcast on Power FM over Summer.					

4 Yr Program Outcome: Council supports and plans for children and young people

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.3.5.1 As per Department of Community Services Funding, early intervention programs and case management is provided for young people that are deemed to be 'at risk'	1.3.5.1.2 Target numbers will meet funding requirements 1.3.5.1.1 New funding agreement negotiated with the Department of Community Services	June 2015	Community & Cultural Services	Operating	Completed
Status : Two skills based programs delivered by Youth Services to high schools have been completed. The 'Be Your Best' self-esteem & confidence building program has been undertaken by 145 young people. The 'Beautiful' program addresses the impact of sexualisation of women in the media has been undertaken by nine (9) girls. Advice, referral, assessment, case planning and client focused casework have been completed as per Departmental Funding Agreement.					
1.3.5.2 Develop a Children's Strategy that meets the needs of the Singleton community	1.3.5.2.1 Plan developed through consultation with the community and adopted by Council;	June 2015	Community & Cultural Services	Operating	In Progress
Status : Child Friendly Singleton Strategy and Action Plan developed with extensive community and children's service providers' consultation. Draft strategy to be put to Council in August 2015.					
1.3.5.3 Council implements appropriate actions identified in the Youth Strategy	1.3.5.3.1 Relevant actions identified and completed	June 2015	Community & Cultural Services	Operating	In Progress
Status : The Youth Engaged Empowered included Strategy and Action Plan has been developed and will go before Council for adoption in August 2015.					
1.3.5.4 Promote activities and services available for children and young people to assist in their health and wellbeing through the use of appropriate electronic, social and print media that interacts with young people and their carers	1.3.5.4.2 Reported increase in awareness of activity/ services available; 1.3.5.4.1 One message per month promoted through the appropriate media	June 2015	Community & Cultural Services	Operating	Completed
Status : Online Social Media such as Facebook, Twitter and Instagram, as well as traditional media have been utilised to promote youth activities that assist in developing healthy physical and emotional wellbeing. Programs including anti-bullying campaigns, youth week young leaders campaign, and youth consultation for Youth Strategy actions, healthy reading and library information resources, and healthy living services available for free across the wider community.					

1.3.5.5 Provide safe, fun, educational and affordable vacation care to families in the Singleton LGA	1.3.5.3 A minimum of 10% increase of children attending per holiday period 1.3.5.1 Vacation care program developed and distributed to families 1.3.5.2 Vacation care provided during school holidays 10 weeks per year	June 2015	Community & Cultural Services	Operating
Status : Vacation care was provided by the Singleton OOSH for 10 weeks this year. By the end of the year Vacation care attendance had increased by 80% in comparison to the same period last year.				
1.3.5.6 Provide safe, fun educational and affordable before and after school care to families in the Singleton LGA	1.3.5.6.3 Program is operating in accordance with the Departmental Quality Framework 1.3.5.6.1 50 days of before school care provided per school term with an increased attendance of 10% 1.3.5.6.2 50 days of after school care provided per school term with an increased attendance of 10%	June 2015	Community & Cultural Services	Operating
Status : Before School and After School Care was provided by the Singleton OOSH. After school care had increased attendance with a 21% increase in enrolments, and Before School care had decreased attendance with a 12.5% enrolments compared to the same period last year. Council's Out Of School Hours (OOSH) care service accreditation was achieved with the final report received with the OOSH Service meeting all requirements of the National Quality Framework.				
1.3.5.7 Offer weekly outcome based activities over the four school terms to young people in a safe, friendly environment	1.3.5.7.1 A minimum of three weekly activities planned and facilitated per school term; 1.3.5.7.2 A minimum of 200 attendees per school term 1.3.5.7.3 Participants report 90% satisfaction with the activities. Data collected anecdotally and formally;	June 2015	Community & Cultural Services	Operating
Status : Council provided the Singleton Youth Venue which offered Tuesday Arts & Crafts, Wednesday Homework Help, Rock & Water (martial arts/ confidence building program) & African drumming, Thursday Meditation class and Zumba class, and Friday Meditation and Theatre classes. With a successful Community Arts Support Program (CASP) grant of \$2400.00 the Youth Venue offered a film making workshop to young people facilitated by industry professionals.				
4 Yr Program Outcome: Community facilities meet the needs of the community				
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding
1.3.6.1 Support the services offered in the Singleton community via coordination of the Singleton Interagency via meetings and dissemination of information	1.3.6.1.1 Maintain the relevant membership of the Singleton Interagency with a minimum membership of 100 people additionally facilitating six meetings per year	June 2015	Community & Cultural Services	Operating
Status : Six (6) Interagency meeting held this year; with over 200+ agency members contributing to the exchange. The Interagency delivered a Community Information Fair Day at the Senior Citizens Centre and facilitated Mental Health Carers Forum in partnership with Integrated Living.				

1.3.6.10 Create a greater awareness of cultural diversity with children attending Colleen Gale through inclusion of diversity in the curriculum	1.3.6.10.1 The curriculum is developed and implemented to include cultural awareness and diversity;	June 2015	Community & Cultural Services	Operating	Completed
Status : Constructive partnerships between parents and the Colleen Gale Children's Services teams is very important and lies at the heart of play based curriculum that is inclusive of a 'family-centred' orientation ensuring cultural awareness with many of the curriculum areas including our menu, personal routines and family practices.					
1.3.6.11 Families have access through a developed resource explaining practice and curriculum delivery for Transition to school	1.3.6.11.2 Transition to school curriculum is inclusive and complements schools within the area 1.3.6.11.1 Resource is developed and made easily accessible for families	June 2015	Community & Cultural Services	Operating	Completed
Status : Colleen Gale Children's Service Early Childhood Teacher partnered with all the primary schools in Singleton to determine their expectations for children entering Kindergarten. The Colleen Gale Assessment of Learning has been updated in consultation with Singleton Heights Primary School around transition to school reporting levels. We have introduced Brain Gym activities in all services for brain integration for long life learning and improvement.					
1.3.6.12 All children that are transitioning to school from Colleen Gale service are offered pre-school screening/ eye checks	1.3.6.12.1 Eye checks conducted annually	June 2015	Community & Cultural Services	Operating	Completed
Status : Eye Checks where conducted on all children transitioning to school in 2015. The eye checks where at the Centre and the Singleton Mobile Preschool locations to ensure access for all the children enrolled and the community.					
1.3.6.13 Maintain and develop relationships with key stakeholders such as the Singleton Sports Council	1.3.6.13.1 Action list of recommendations generated at the end of all stakeholder meetings	June 2015	Parks & Facilities	Operating	Completed
Status : A Parks and Facilities representative has attended all Sports Council Meetings and the minutes are reported to Council for notation. During 2015 the Sports Councils Term of Reference (Constitution) were reviewed and have been ratified by Council					
1.3.6.2 The library will develop responsive and relevant collections to meet community need with a balance of physical and digital resources	1.3.6.2.3 85% of satisfaction rate with the library collection. Data collected anecdotally and formally; 1.3.6.2.2 10% increase in digital resource usage; 1.3.6.2.1 5.5 loans per capita of population	June 2015	Community & Cultural Services	Operating	Completed
Status : Library User and Non-User Survey completed with collection overall satisfaction rating of 94.3%. This year the Library has loaned 129,387 items a 0.71% increase. The Library has 46,000 total stock a 9.78% increase, with 5,345 new items received and 5,572 items written off. There have been 5,733 digital collection downloads with a 26.78% increase in usage. The Library Resources Plan has been reviewed. The Library Management System has been upgraded with the introduction of a more user focused Online Catalogue.					
1.3.6.3 A diverse range of programs and activities held at the library that meets the needs of the community incorporating all stages of life	1.3.6.3.1 20 activities/ events held per month 1.3.6.3.3 A satisfaction rate of 90% 1.3.6.3.2 A minimum of 800 participants monthly	June 2015	Community & Cultural Services	Operating	Completed
Status : The Library held 599 activities this year with 15,125 participants. With a diverse range of activities including book clubs for young and old, Lego stop animation workshops, a diverse range of guest speakers from Ghost Whisperer Susie who drew a crowd of 180, to historical novelist Blanche d'Alpuget who greeted a cosy 24 historical buffs, and John Marsden speaking on life and narrative to a packed crowd, to Bee Keeping and sustainable living skills workshops.					
1.3.6.4 The library will deliver a responsive corporate and reference research service to support corporate and local business users	1.3.6.4.1 800 annual satisfied enquiries;	June 2015	Community & Cultural Services	Operating	Completed
Status : 164 local studies research enquiries have been completed to this year. This library service is now undertaken by valuable community volunteers.					

		June 2015	Community & Cultural Services	Operating	Completed
1.3.6.5 The library facilitates the annual Summer Reading Program to encourage interest in reading and literature	1.3.6.5.2 Participants complete 4500 hours of reading; 1.3.6.5.1 500 participants in the program				
Status : This year the Summer Reading Club was solely sponsored by Bulga Coal with \$3,000 funding. The program ran from 27 November 2014 and finished on 30 January 2015. The prize draw evening was held on 13 February 2015 with entertainment by magician Joel Howlett and a sausage sizzle. The program engaged 475 participants who read 9356 hours in total - doubling the benchmark from last year!					
1.3.6.6 Provide greater access to the library's resources for families accessing Colleen Gale services	1.3.6.6.1 Establish a loan system of library resources at Colleen Gale services 1.3.6.6.2 10% of Colleen Gale families utilising library resources				
Status : A small Library collection of 200 titles has been established at Colleen Gale Children's Centre. Based on the success of the collection another collection targeting youth needs has been established at the Youth venue.					
1.3.6.7 Provide quality, education and care through long day care services for children aged six weeks to five years	1.3.6.7.2 Occupancy of the Colleen Gale Centre operates at 90% capacity; 1.3.6.7.1 Childcare is offered 50 weeks of the year with the exclusion of public holidays 1.3.6.7.4 A formal satisfaction process with the centre is conducted through a range of mediums on a six-monthly basis 1.3.6.7.3 Service is compliant with the National Quality Standards;				
Status : Colleen Gale Children's Centre provided an above average capacity with 100% occupancy rate over the final quarter. The Singleton Mobile Preschool average capacity was 56% occupancy rate in the final quarter, with a 13.8% increase over the quarter year. Both the Colleen Gale Children's Centre and the Singleton Mobile Preschool are compliant with the National Quality Standards and passed accreditation.					
1.3.6.8 Parents and families have input into the curriculum and have shared decision making on children's learning and wellbeing at Colleen Gale Children's Services	1.3.6.8.2 Six advisory meetings conducted annually; 1.3.6.8.1 Parent input forms are made available for families to complete and appropriate input included in the curriculum				
Status : The service Quality Improvement Plan reflects ways that the service is able to show parents and families shared contributions to the program for transparency and recognition of parent input. Examples of this at the Centre and Mobile Preschool have been in active parent participation with assisting in kitchen gardens. Supporting the children in harvesting the vegetables that are added to the centre menu or shared with families and the community at the Villages locations. A parent is volunteering fortnightly to teach dance to the junior and preschool aged children. The Advisory Committee Meetings met bimonthly and is another avenue of extensive community involvement and awareness.					

1.3.6.9 Colleen Gale Children's Services enhances its links with community organisations and has an increased involvement with community	1.3.6.9.1 Attendance at a minimum of two community events 1.3.6.9.2 Community visits are included as part of the curriculum	June 2015	Community & Cultural Services	Operating	Completed
Status : The Colleen Gale Children's Services held stalls at the Seniors Week Fair, the Hunter Coal Festival, the Cracker Night at the King Street School and Bulga Beats music festival. The Centre enhanced other community links with the 21st birthday celebrations with the Singleton High School Band, the Filipino Dancers, Singleton Lions Club, Claire Collyer Photography, Singleton Lions Club, Bags Full of Fun, and Singleton Apex. Pacific Smiles partnered with the Centre and Mobile Preschool to discuss dental care with the children, as part of our curriculum learning about healthy lifestyles.					

Strategy: Revitalise community spaces and places

4 Yr Program Outcome: Community spaces and places are enhanced

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.4.1.1 Townhead Park Master Plan developed.	1.4.1.1.1 Plan adopted by Council	June 2015	Parks & Facilities	Operating	In Progress
Status : A consultant has been engaged to develop a Masterplan for Townhead Park. The project will be funded in the first half of the 2015/2016 financial year.					
1.4.1.2 Alroy Oval Master Plan developed	1.4.1.2.1 Plan adopted by Council	June 2015	Parks & Facilities	Operating	Completed
Status : Council in conjunction with Consultants Parkland Planners and community stakeholders has developed A Draft Masterplan and Community Facility Needs Study for Alroy Oval, Singleton Heights.					
The Draft Masterplan identifies a program short, medium and long term improvements to be undertaken at Alroy Oval. The Masterplan will be submitted to Council for consideration					
1.4.1.3 Deliver Place Making activities in a minimum of four village locations within the Singleton LGA	1.4.1.3.3 60 attendees per annum at workshops/activities 1.4.1.3.1 Two Place Making activities or Place Activations held; 1.4.1.3.2 Four workshops on Place Making held	June 2015	Economic Development & Tourism	Operating	Completed
Status : In 2014/2015, a program of 13 Place Making activities in the villages was delivered to enhance community spaces and places.					
A temporary infrastructure kit, consisting of giant games, was developed to assist communities in rural locations to deliver their own activities. The giant games kit was used by communities at the following events: the Jerrys Plains car boot sale, the cystic fibrosis fundraiser, at the opening of the Jerrys Plains community hall, the Colleen Gale birthday celebration and the Singleton Library birthday celebration.					

A joint delivery program with the Singleton Library allowed for the delivery of two rural book exchange activities in Putty and Stanhope.

Over the course of the year there have been six community workshops held in Broke, Bulga, Jerrys Plains, Singleton Heights, Elderslie and Mitchells Flat. The purpose of these workshops was to go back to those communities that had been initially consulted for the Place Making Villages Strategy and develop individual community action plans.

1.4.1.4 Develop in partnership with the Senior Citizens Centre a business sustainability proposal for the Singleton Senior Citizens Centre, to continue to meet the community needs	1.4.1.4.1 Consultation for the Business Sustainability Proposal completed and proposal developed to the satisfaction of relevant bodies	June 2015	Community & Cultural Services	Operating
Status : A partnership has been developed with the Singleton Senior Citizen's Centre Executive Committee. Council has worked in partnership to explore sustainability options for the Centre. A draft Senior Citizens Centre Business Plan has been developed based on consultation.				Completed
1.4.1.5 Organise and facilitate a community celebration for the library building's 10-year anniversary	1.4.1.5.1 One library fair day organised and facilitated; 1.4.1.5.2 A minimum of four activities conducted to meet the diverse needs of attendees 1.4.1.5.3 A minimum of 1000 people attending;	June 2015	Community & Cultural Services	Operating
Status : The Library Birthday Celebration was held on 24 September 2014 with great success. 2,600 community members attended the day to take part in the diverse range of activities including a fair with rides, live music, a big book sale, an official opening for sponsors, a Scallywags Party for young children and author's cocktail party for adult readers.				Completed
4 Yr Program Outcome: Council supports events and programs in the rural communities				
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding
1.4.2.1 Council develops events and programs in the rural communities and implements initiatives in rural communities	1.4.2.1.1 One significant rural community event held; 1.4.2.1.2 A minimum of two village-based programs delivered	June 2015	Community & Cultural Services	Operating
Status : Council has commenced Ten Year Plans for the communities of Broke, Bulga and Jerry's Plains. A Rural Properties Workshop held in May at Elderslie Hall for Elderslie, Stanhope and Lambs Valley. The Telstra Tech Savvy Seniors Project trained 135 seniors in digital literacy skills from villages Halls, community centres and nursing homes. The Library's Bring Your Own (BYO) Technology Classes have to date visited Mount Olive, Broke, Gresford and Mitchells Flat and Stanhope with 72 participants in the classes. The Singleton Book Swap project has been rolled out to Stanhope, Putty and Lambs Valley. Place making and place management activities including village master plans will contribute to effective planning of event and programs.			Completed	

4 Yr Program Outcome: Singleton is a learning community

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.5.1.1 Promote and link community members to existing local learning opportunities	1.5.1.1.1 A 20% increase on 2013/14 in promoting learning opportunities and linkages to other community networks	June 2015	Community & Cultural Services	Operating	Completed
	Status : Council staff have engaged in three meetings of the Singleton Community College Management Committee. Council held a series of meetings in order to support the Educational providers with associated issues including changes in Government funding in 2015. Information on twelve 98 training opportunities has been sent to 280 service providers and community members. The Library has met with Hunter TAFE Libraries and Public Libraries Association to develop closer relationships and future library partnerships across the Hunter Region. In response to community need the Library has developed a Singleton University of the 3rd Age (U3A).				
1.5.1.2 The library will provide opportunities to support the development of local writers	1.5.1.2.2 Deliver an annual writing skills workshop with satisfaction rate of 90% 1.5.1.2.1 10 writers groups held with a minimum attendance of 60 writers;	June 2015	Community & Cultural Services	Operating	Completed
	Status : The Library has hosted eleven (11) writers' group meetings with 181 participants. The Library partnered with the ABC and Singleton Writers Group to deliver a writing workshop in August with 17 in participants. A Country Arts Support Program Grant allowed the Library to run a 2 day writers workshop in May with 36 participants.				
1.5.1.3 Provide opportunities for wider distribution to the community of information delivered by key note speakers via a range of mediums	1.5.1.3.2 Information/ presentations obtained are made available to the wider community 1.5.1.3.1 90% of key note speakers are approached to offer their information/ presentation to the wider community via mediums other than physical attendance at the talks	June 2015	Community & Cultural Services	Operating	Completed
	Status : Book-Week presentation recorded for distribution via YouTube and Library Birthday Celebration Short Film Created. Improved sound equipment has now been purchased in order to record keynote speakers, training on the new equipment for staff will be held early 2015.				
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
1.5.2.1 Maintain and enable community networks and partnerships to deliver a diverse range of learning opportunities to the local community	1.5.2.1.2 A minimum of 50 U3A members is maintained 1.5.2.1.3 Two monthly learning opportunities offered to the community to meet community need 1.5.2.1.1 Support a minimum of 40 U3A activities annually	June 2015	Community & Cultural Services	Operating	Completed
	Status : The Library University of the 3rd Age (U3A) held their first Annual General Meeting (AGM) and has attracted 72 paid members. This year the Singleton U3A has delivered 197 activities with over 600 participants.				

building infrastructure



our places

sustainable • accessible • affordable • adaptable

Our outcomes

Our community:

- is safe
- has sustainable assets
- is well planned - sustainable accessible, affordable
- values its heritage
- has vibrant spaces and places
- is well connected
- is attractive for locals and visitors

Our strategies

- Offer a range of cultural, sport and recreational facilities to meet the needs of our diverse community.
- Plan for a sustainable and safe community.
- Partner to improve our road and infrastructure systems.
- Improve transport options within the community and region to ensure safety, reliability, affordability.
- Revitalise community spaces and places.
- Enable and encourage economic diversification.
- Plan considering the past, present and a sustainable future.
- Promote village living and lifestyle.



The Singleton Town Centre Revitalisation was officially opened on 7 October 2015 after eight months of construction. The \$11.2 million project included new road pavement and stormwater works, footpath widening and new paving, new LED street lights and poles, custom street furniture, landscaping and wayfinding signage. The project was funded by a \$9 million grant under the NSW Government's Resources for Regions program, \$2 million from Singleton Council and \$200,000 from Roads and Maritime Services. The principal construction contractor was Diona Pty Ltd.



The OOSH building has a new automatic front door. This door is compliant with Australian Standards for access. OOSH also had a wider doorway directly into the classroom installed to be compliant with AS1428. Disability access has vastly improved with many comments from families on how easy it is to get their strollers through each doorway.



New playground equipment was installed at Robinson Reserve in Singleton Heights. The replaced equipment was identified in Council's Parks Asset Management Plan as it had completed its service life. The new playground is modern, safe and fully compliant.

Council opened the Dunolly Rd-Bridgman Rd South upgrade in May, the fourth and final stage in the Bridgman Rd-New England Highway intersection upgrade that commenced in 2013. The \$1.6 million upgrade to 940m of road provides a better finish to the road surface and includes construction of a new shared cycleway. The design also improves stormwater flow from the road into the Hunter River.





The Broke Recreation Ground was redeveloped with upgraded fencing, conversion of one tennis court to an all purpose court for basketball and other sports, improved floodlighting using low energy lights, and additional community facilities including a shelter with table, seats and barbecue and new play equipment. New accessible toilets have been constructed.



Council has finalised the concept design for the redevelopment of the Singleton Regional Livestock Market. A development application for the \$6 million project was lodged with Council in April and is being assessed independently. The consent authority is the Joint Regional Planning Panel. The project includes installing a soft floor, constructing a roof, providing new lighting, renovating and upgrading amenities, upgrading walkways and staircases, replace wooden rails with steel rails, new pens, forcing yards and gates, parking and site beautification. Construction is due to start in 2016.



A double-gated fence was installed at Singleton's off-leash dog park in June to provide additional safety for much-loved pets. There is a small time-out section as well as water stations and bags for picking up after your pooch. The park has proven to be extremely popular in the short time the fence has been in and Council hosted the first Singleton Doggie Day in August.



Council adopted the Lake St Clair Master Plan to guide the direction of future works at the park. The staged improvement plan provides for tourist accommodation and recreation activities that are accessible to a wide range of people. The program will cost \$3.8 million over seven years and will be heavily reliant on grant funding to implement.



A new low-level bridge over First Creek on Long Gully Road was opened in February and included work to upgrade the approaches on both sides. Preliminary investigations during the design stage revealed that a 1.2m bridge would provide better environmental outcomes than a raised causeway.



CCTV investigation has shown that some Singleton sewer mains are in poor condition. Rather than dig up the street, footpath and back yards, Council employed a new re-lining process which restores damaged sewer pipes cost effectively, without service disruptions and to Australian Standards. Stage 1 of this project included renewal of 1,413m of sewer pipes as well as 72 junctions at Kelso Street and Buchan Avenue. Relining will not only renew sewer mains but also reduce water infiltration to the sewer system during rain reducing the amount of sewage requiring treatment at the sewage plant. Cost saving achieved are significant – relining reduces the cost of renewal from \$2,600 per meter to \$75 per meter.

Council introduced the Shopfront Upgrade Rebate Program in September 2014 to provide a financial incentive to businesses in the town centre to improve the amenity of their shopfront and complement the town centre revitalisation. The program provided for a tiered rebate to be matched dollar for dollar by either the tenant or property owners. Council received 29 applications under the program and approved \$43,000 in rebates. The total value of the improvement works was more than \$200,000 and included cleaning, painting, lighting, signage removal or replacement, replacement of bird spikes and minor repairs.



The introduction of alternate cover “concover” at the Singleton landfill improved environmental outcomes significantly and results in savings in excess of \$1.6 million per year compared to the cost of using traditional soils to cover waste each day.



Council developed a full Drinking Water Quality Management System (DWQMS) in partnership with the NSW Department of Health and Office of Water. This system ensures the safety of Singleton's drinking water supply into the future. As part of the implementation of the DWQMS key actions completed include installation of additional monitoring equipment, full security fencing of all water reservoirs and refurbishment of reservoirs which ensure that they are vermin and contamination proof.

Council finalised the design of the \$2.9 million upgrade to Ryan Ave in 2014/15. The project includes reconstructing the road, new street lighting, footpaths, landscaping, links to cycleways and new kerb and gutter. The construction contract is expected to be awarded in November 2015 with construction to commence in January 2016. The project is being funded by the NSW Government's Resources for Regions program.



On 1 July 2014, Council introduced a special rate variation for the purpose of funding road maintenance and sealing. Of the additional \$700,000 in rate income received, Council spent \$250,000 on heavy patching to repair small faults in 3125m² of road pavement. Sites included Standen Dr, Elderslie Rd, Milbrodale Rd and Lambs Valley Rd.

Council also spent \$200,000 on resheeting 16.6km of unsealed roads. Sites included Blind Creek Rd, Dyrring Rd and Mitchells Flat Rd.

The remaining \$250,000 was spent on sealing an unsealed section of Putty Valley Rd.



The 2014/15 capital works program involved the rehabilitation and resealing of regional and local roads with a budget of \$2.447 million.



Using funds received from our Special Rate Variation for sealing unsealed roads, a 1.25km section of Putty Valley Rd was sealed in 2014/15 and included major drainage works. The cost of the project was \$250,000.

Council applied for a \$4 million low interest loan to fund infrastructure renewal in 2013. In 2014/15, the Local Infrastructure Renewal Scheme enabled Council to undertake 9km of road rehabilitation, 1.42km of sealing unsealed roads and repair 3.745m² of asphalt wearing surface.

Rehabilitation sites included sections of: Bridgman Road, Falbrook Road, Scrumlo Road, Hedley Road, Manresa Park Road, Middle Falbrook Road, Kelso Street, Mirannie Road, Munro Street, Putty Valley Road and Standen Drive.

Repairs to surface sites include sections of: Mary Street, Thomas Street, Wilcox Ave and Hambleton Hill Road.

Sealing of unsealed roads sites included sections of: Bureen St, Thomas Lane, Apple Tree Flat Rd, Cochrane Street, Broke and Howe St, Broke.



Strategy: Offer a range of cultural, sport and recreational facilities to meet the needs of our diverse community

4 Yr Program Outcome: Community facilities meet the needs of our diverse community

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.1.1.1 Analysis of community need for Singleton Heights community facility conducted	2.1.1.1.2 Cost benefit analysis for community identified facility conducted; 2.1.1.1.3 If favourable cost benefit established plan for community facility completed; 2.1.1.1.1 Analysis completed and recommendations adopted by Council	June 2015	Community & Cultural Services	Operating	Completed
Status : A needs study has been undertaken with the consultant's report completed and anticipated to be considered by Council in August 2015.	2.1.1.2 Facilities inspected and audited on their accessibility to whole community and report submitted to the Executive Leadership Team	June 2015	Community & Cultural Services	Operating	Completed
2.1.1.2 Provide advice and recommendations across Council departments to ensure Council public facilities are meeting the diverse needs of our community. Conduct annual site visits that consider physical access and culture	Status : Council's Disability Advisory Committee undertook site visits during the Town Centre Revitalisation project and proposed accessibility changes which were readily implemented. Inspection of colour contrast and tactile ground surface indicators undertaken. Accessibility Audits of all Council community facilities undertaken with works being completed on the OOSH building, Youth Venue, and Senior Citizens Centre. Trained Council staff participate on Project Control Groups related to Council's major projects.	June 2015	Community & Cultural Services	Operating	Completed
2.1.1.3 Community will have access to an inviting, welcoming and engaging library environment	2.1.1.3.1 Library is open a minimum of 58 hours per week 2.1.1.3.3 96,000 annual visitors access the library; 2.1.1.3.2 30% of the population are active member;	June 2015	Community & Cultural Services	Operating	Completed
	Status : Independent consultants Creative Solutions were engaged to undertake a review of Library service levels and current usage. The Library received a positive response during the community consultation with an overall service satisfaction rating of 97.6%. The Library has 10,032 active members a 13.45% increase this year. The Library received 98,163 visitors this year, a 2.36% increase on last year.				

4 Yr Program Outcome: Recreation Facilities meet Community needs

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.1.2.1 Implement staged development from Lake St Clair Master Plan	2.1.2.1.1 Staged implementation commenced	June 2015	Parks & Facilities	Operating	In Progress
Status : As part of Stage One of the Masterplan Council is seeking an extended tenure from State Water. In principle agreement has been reached.					
Survey plans to allow subdivision of the site have been completed and are awaiting execution by State Water.					
Planning is proceeding for erection of Caretakers residence and access control gates, including connection of services. It is anticipated these works will be completed by the end of 2015.					
2.1.2.2 Replace playground at Robinson Reserve	2.1.2.2.1 Works completed;	June 2015	Parks & Facilities	Operating	Completed
Status : New playground equipment has been installed at Robinson Reserve Singleton Heights. This replaces equipment identified in Councils Parks Asset Management Plan as completed its service life, and provides a modern, safe and fully compliant playground.					
2.1.2.3 Renovation of tennis and netball courts at Broke Recreation Area	2.1.2.3.1 Works completed;	June 2015	Parks & Facilities	Operating	Completed
Status : Project is now completed. Improvement works included upgrade of fencing, conversion of one tennis court to an all purpose court for basketball and other sports. New surfacing has been provided to both courts and improved floodlighting utilizing low energy lights. Additional community facilities include provision of a shelter with table, seats and BBQ. and new play equipment. New accessible toilets have been constructed.					

Strategy: Plan for a sustainable and safe community

4 Yr Program Outcome: Our community embraces the principles of sustainability

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.2.1.1 Implement the Community Environmental Sustainability Strategy and Action Plan	2.2.1.1.1 Priority actions from four primary theme areas commenced by either Council or community partners.	June 2015	Planning & Environment	Operating	Completed
Status : The Draft Singleton Community Environmental Sustainability Strategy and Action Plan were reviewed by the Council's new Sustainability Committee. The draft Strategy and Action Plan was developed in two sections; Environmental Sustainability Strategy and Environmental Sustainability Action Plan. By 30 June the committee had completed reviewing the eight strategic sustainability themes; Human Settlement, Water, Energy, Waste, Atmosphere, Climate Change, Land and Biodiversity. During the year staff implemented actions contained in the draft Action Plan in the following theme areas; Atmosphere, Waste, Water and Biodiversity. These actions promoted the principles of sustainability and practical sustainable action in the community.					

2.2.1.2 Recycle construction material	2.2.1.2.1 Council recycles 100% of road pavement material during rehabilitation of existing roads in rural areas;	June 2015	Works Management	Operating	Completed
Status : Recycling is considered as a part of the construction procedure for all road rehabilitation projects. A 100% recycling is achieved on rural roads. Pavers from the Town Centre project have been used at the Waste Depot and Community Recycling Centre.					
The recycled material reduces Council's cost of construction and reduce waste. This reduction in waste reduces pressure on Council's tip and assist with environmental sustainability of the community.					
2.2.1.3 Facilitate relationships and partnerships for a sustainable and diverse economy for Singleton	2.2.1.3.1 Deliver outcomes through partnerships for: Defence Industry Creative Industries Manufacturing and Engineering Industries;	June 2015	Economic Development & Tourism	Operating	Completed
Status : The long-term sustainability of the local economy was at the core of relationship building activities in 2014/15 with an emphasis on fostering new and diverse industries. Partnership with the Business Centre Newcastle is continuing to conduct business start-up training and development workshops for local businesses while Council staff continued to grow the working relationship with Singleton Business Chamber. A new partnership with the Chamber was formed to deliver the BOOST series in lieu of the business leaders lunches into the future. The next event is scheduled for September 2015.					
Coordinated by the Economic Development team, Singleton Council hosted a delegation of 24 Brazilian Mayors, officials and partners in November 2014. This enabled Council to share our experiences and practices and learn from the delegates. Council worked closely with the Chamber to engage John Street retailers to develop and implement promotions to drive economic activity during construction of the town centre revitalisation, including the Shop and Win promotion. Council also worked closely with the Wine and Tourism Industry on marketing events, sacred spaces and planning for the future and the development of a new destination project.					
4 Yr Program Outcome: Our community is safer for residents and visitors					
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.2.2.1 Conduct an annual audit of all caravan parks	2.2.2.1.1 Audit program completed and required upgrade notices issued	June 2015	Development & Regulatory Services	Operating	In Progress
Status : Caravan parks have been inspected and audit results issued to operators. Over the next 12 months corrective measures to non-compliance shall be worked through with the operator/site owner to ensure a safe, healthy environment.					
2.2.2.10 Maintain standards for Water and Wastewater	2.2.2.10.2 Annual National Pollution Inventory (NPI) reporting completed on time; 2.2.2.10.1 Annual Office of Water Compliance Report for Water and Waste Water completed on time with 100% compliance;	June 2015	Water & Waste	Operating	Completed
Status : Annual Water benchmarking report completed and submitted to Office of Water 30/9/2014. The NSW Office of Water, Performance Monitoring Report, April 2015, shows that Singleton Council's Water Utilities are 100% compliant with all requirements and aspects of the NSW Best-Practice Management Framework, including for value for money service provision, water and sewerage quality, strategic and operational standards. This outcome demonstrates that water and sewerage services provide a high standard of safety for the community and visitors to the Local Government Area.					

2.2.2.11 Implement Actions in the Drinking Water Quality Management Framework Gap Analysis report	2.2.2.11.1 Drinking Water Quality Management System developed and implemented;	June 2015	Water & Waste	Operating	Completed
Status : Drinking Water Quality Management System (DWQMS) complete and approved by the Office of Water and NSW Health. Implementation of the outcomes from the DWQMS action plan include replacement of the aging Singleton Fluoride System funded by NSW Health and upgrades of all Singleton Water Reservoirs with safety fencing and vermin proof roofing completed in June 2015. The Singleton DWQMS ensures the ongoing safety and quality of Council's water treatment and supply network.					
2.2.2.12 Sewer Treatment plant upgrade proposal review completed	2.2.2.12.2 30% reduction of water infiltration by implementing a main re-lining program for sewer mains in poor condition; 2.2.2.12.1 Review of current augmentation proposal completed, approved by Office of Water and Council;	June 2015	Water & Waste	Operating	In Progress
Status : In accordance with Singleton Council's Sewage Treatment Plant licence, treated effluent will be subject to additional quality improvements, including UV disinfection, and land disposal. This project has commenced with soil investigation and initial assessment of potential crops for the irrigation area completed in June 2015. Stage 2 will see the implementation of the action plan starting 2015/16. These measures will ensure that effluent is treated to a very high standard and re-used rather than released into the wider environment improving public and environmental safety and health.					
2.2.2.13 Solid Waste Management	2.2.2.13.2 Annual Environmental Protection Authority return for waste completed on time; 2.2.2.13.1 Annual local government waste and resource recovery data return completed on time;	June 2015	Water & Waste	Operating	Completed
Status : The Annual return for solid waste has been completed and submitted 15 September 2014. The Environmental Protection Authority (EPA) Annual return has been completed and submitted on 15 November 2014. Both reports show that disposal to landfill has been reduced by 26% against the previous year and recycling has increased by 23%. This reduction of waste to landfill not only extends the life of the Singleton Waste Management Facility but also improves public safety, recovery of valuable resources and achieves beneficial environmental outcomes such as reduction of landfill gas emissions and leachate generation.					
2.2.2.14 Support Rural Fire Service and State Emergency Service	2.2.2.14.1 Construction of Rural Fire Service Control Centre commenced 2.2.2.14.3 Undertake quarterly Emergency Management meetings; 2.2.2.14.2 Undertake quarterly service level agreement meetings	June 2015	AGM & DCIS Management	Operating	Completed
Status : Quarterly Service Level Agreement meeting undertaken with RFS. Major flooding activity was experienced in the final quarter of the year that resulted in significant infrastructure damage. Communication and coordination through Emergency Management committee was effective					
2.2.2.15 Local Traffic Committee meetings held	2.2.2.15.1 Council holds a minimum of four Local Traffic Committee meetings per year to address road safety requests;	June 2015	Works Management	Operating	Completed
Status : A calendar for the Local Traffic Committee has been created and implemented. There have been three committee meetings as at 31 December 2014 out of a total of four (4) meetings planned for the year. Additional informal meetings have been held to address specific projects, for example the Town Centre Revitalisation Project.					
The Singleton Local Traffic Committee has addressed numerous road and pedestrian safety requests from the community and community organisations and businesses. These safety requests and mitigation measures has assisted with transport infrastructure becoming safer for residents and visitors of Singleton Local Government Area.					

2.2.2.2 Implement the adopted annual program of swimming pool inspections.	2.2.2.2.1 Program implemented	June 2015	Development & Regulatory Services	Operating	In Progress
Status : As a result of changes to legislation a Pool Inspection Program was deferred but has now commenced. The implementation of the program is important to provide a safe environment.					
2.2.2.3 Assess water cooling systems against public health legislation	2.2.2.3.1 100% of known water cooling systems inspected	June 2015	Development & Regulatory Services	Completed	
Status : Inspections completed with all systems deemed satisfactory. The program is important in ensuring commercial air conditioning systems are safe and satisfy public health requirements.					
2.2.2.4 Continuation of education program to proprietors of businesses involved in handling of food for sale	2.2.2.4.1 Education programs implemented;	June 2015	Development & Regulatory Services	Operating	Completed
Status : Food handling training for food premise operators and community groups provided in July 2014. The program is important in connecting with businesses and community members involved in the provision of safe food preparation practices.					
2.2.2.5 Promote food safety through implementation of NSW Food Authority Partnership	2.2.2.5.1 100% of food premises inspected annually;	June 2015	Development & Regulatory Services	Operating	Completed
Status : 100% of high/medium and low food premises have been inspected. The program is important in ensuring safe food handling practices.					
2.2.2.6 Ensure that fire safety in all public buildings is maintained to the minimum Australian Standards	2.2.2.6.1 Essential services program for public buildings is audited and current on an annual basis	June 2015	Development & Regulatory Services	Completed	
Status : Potential high risk buildings (e.g. child care centres, nursing homes, shopping centres, clubs, public buildings) have been checked to ensure annual fire safety certificate is in place. 100% compliance has been achieved. The program is important to ensure compliance with legislation and to ensure appropriate measures are in place for buildings where the community may visit.					
2.2.2.7 Implement the Companion Animal Management Plan	2.2.2.7.1 An action plan is developed for the implementation of High priority items;	June 2015	Development & Regulatory Services	Operating	In Progress
Status : Dialogue entered into with Muswellbrook Shire Council regarding potential new pound as a shared resource - a decision will be made on this matter in 2015/16. Micro-chipping and registration program commenced (reminder to owners who micro-chipped dogs in 2010/11/12 to have dogs registered. To date the program has experienced a good response which will assist in funding implementation of the Plan. Stage 1 of the off-lease dog park project (fencing around the perimeter) was established June 2015. The program is important in respect to establishing responsible pet ownership, and reinforcing the important role companion animals provide to the community.					
2.2.2.8 Through community consultation and participation write and develop a Community Safety Plan that meets the needs of Singleton Community	2.2.2.8.1 Community Safety Plan developed through consultation with the community and adopted by Council;	June 2015	Community & Cultural Services	Operating	In Progress
Status : Scope Strategy developed and Consultants engaged to undertake work July to October 2015. Community stakeholder engagement has commenced. It is anticipated this will be tabled for Council adoption in December 2015.					

2.2.2.9 Identify, deliver and promote relevant safety messages that keep our residents and their property safe	2.2.9.1 Six safety messages developed, promoted and distributed using appropriate media annually	June 2015	Community & Cultural Services	Operating	Completed
Status : Campaigns were continued on Power FM, Facebook and the website to raise awareness on extreme heat conditions as well as alcohol intake, consumption and risks. In partnership with Liquor Accord a drink responsibly campaign will be delivered during the ANZAC Day period.					
Strategy: Partner to improve our road and infrastructure systems					
4 Yr Program Outcome: Road and Infrastructure meets community needs					
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.3.1.1 Develop asset management plans and identify funding gaps	2.3.1.1 Asset Management Plans updated to reflect service level;	June 2015	Works Management	Operating	Completed
Status : The revised Asset Management Plans have been advertised for consultation. Further development of each plan is underway to address the findings of the audit. The Asset Management Plans are finalised in 2014.					
In 2015, Singleton Council has undertaken condition rating of transport infrastructure. The data will be used to update and revalue Councils Transport Infrastructure. The draft plans will be placed for public consultation ensuring it meets the community needs.					
2.3.1.10 Deliver pathways construction and maintenance program	2.3.1.10.1 20m of footpath replaced within budget; 2.3.1.10.2 4 pedestrian access ramps constructed within budget;	June 2015	Works Operations	Operating	Completed
Status : The pathways construction and maintenance program meets the community needs by providing safe pedestrian access. A total of 22m of footpath have been replaced at various locations including Geary Street and Radford Park Bus Stops.					
2.3.1.11 Deliver Regional Roads REPAIR Program	2.3.1.11.2 100% of regional resseals undertaken as scheduled within budget; 2.3.1.11.1 0.86km regional road pavement rehabilitated within budget;	June 2015	Works Operations	Operating	Completed
Status : The Repair program has been completed with 860 metres of road rehabilitated on Glendonbrook Road and 12 kilometres of resealing was completed.					
2.3.1.12 Deliver regional roads maintenance program	2.3.1.12.1 100% of routine maintenance undertaken as scheduled within budget;	June 2015	Works Operations	Operating	Completed
Status : The maintenance program meets the community needs by providing a safe road network through repairing minor defects and undertaking maintenance activities.					
2.3.1.13 Deliver RMS state road maintenance and renewal programs in accordance with the Road Maintenance Council contract	2.3.1.13.2 100% rehabilitation and resurfacing program completed; 2.3.1.13.1 100% routine maintenance undertaken as scheduled;	June 2015	Works Operations	Operating	Completed
Status : The Roads and Maritime, Roads Maintenance Council Contract which includes management of sections of road on the New England Highway, Putty Road and Golden Highway. Maintenance and rehabilitation works have been completed as requested by Roads and Maritime Service.					

2.3.1.14 Allocate additional funding from a Special Rate Variation to address road infrastructure backlog and maintenance shortfall as identified in Council's Transport Infrastructure Asset Management Plan – November 2013	2.3.1.14.1 Spend 100% of money allocated under the Special Rate Variation as per approved schedule;	June 2015	Works Operations	Operating	In Progress
Status : Additional funding of \$700,000 through special rate variation was allocated to undertake road infrastructure backlog and maintenance shortfall. The funds were allocated to Heavy Patching - \$250,000 which allowed for 3882m ² of heavy patching to occur; Gravel re-sheeting of unsealed roads - \$200 which allowed 16.6 kilometres of unsealed road to be resheeted and \$250,000 for Sealing of Unsealed Roads on Putty Valley Road which is currently being undertaken.					
2.3.1.15 Implement Ryan Avenue Pavement and Safety Project	2.3.1.15.1 Construction commenced;	June 2015	Works Management	Operating	In Progress
Status : Detail design is complete. Construction is expected to be completed by March 2016.					
The proposed project is expected to provide a more durable, quiet, attractive road environment in accordance with community needs.					
2.3.1.16 Implement the Regional Livestock Markets Project	2.3.1.16.1 Detailed design completed;	June 2015	Works Management	Operating	In Progress
Status : Singleton Council has lodged a Development Application (DA) for the upgrade of the Regional Livestock Markets. The project is expected to be finished by June 2016.					
The fully completed facility will provide improved facilities for the community and meet the latest legislative requirements.					
2.3.1.2 Develop cooperative approach with Roads and Maritime Services to fully address the provision of a Singleton Bypass	2.3.1.2.1 Council is involved in planning being undertaken by Roads and Maritime Services;	June 2015	AGM & DCIS Management	Operating	Completed
Status : Following consultation with Council staff the Roads & Maritime Services are undertaking extensive community consultation to select a preferred route.					
2.3.1.3 During consideration of approval of mining DAs (Voluntary Planning Agreement), Council seeks contribution for maintenance of roads affected by mine and related traffic	2.3.1.3.1 All Voluntary Planning Agreements negotiated include allocations for road maintenance and rehabilitation where appropriate;	June 2015	AGM & DCIS Management	Operating	Completed
Status : During the consideration of mining Development Approvals, Council has sought contributions for mining affected roads at every opportunity.					
2.3.1.4 Deliver Local Road Capital Works Program	2.3.1.4.3 100% of rural road resseals undertaken as scheduled to budget; 2.3.1.4.4 100% of urban roads resseals undertaken as scheduled to budget; 2.3.1.4.1 Council rehabilitate 4.09km of rural road pavement to budget; 2.3.1.4.2 11270m ² Urban road pavement rehabilitated to budget	June 2015	Works Operations	Operating	In Progress
Status : All projects have been completed within budget. The capital works program meets the community needs by rejuvenation and rehabilitation of the transport network improving the community's ability and comfort when travelling within the Singleton Local Government Area. Goorangoola Road rehabilitation is currently being undertaken and will be completed by August 2015.					

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.3.1.5 Deliver Local Road Maintenance Program Status : The maintenance program meets the community needs by providing a safe road network through repairing minor defects and undertaking maintenance activities.	2.3.15.2 Replace 50m of kerb and gutter to budget; 2.3.15.1 2,500m ² of heavy patch works completed to budget;	June 2015	Works Operations	Operating	Completed
2.3.1.6 Deliver Unsealed Road Maintenance Program Status : The unsealed road maintenance program meets the community needs by providing a safe and trafficable road for roads that are not sealed by undertaking maintenance grading and re-sheeting.	2.3.16.2 82km of unsealed road regraded (maintenance grading) to budget; 2.3.16.3 590m urban unsealed road sealed to budget; 2.3.16.4 2.12km rural unsealed road sealed to budget; 2.3.16.1 8km of unsealed road re-sheeted to budget;	June 2015	Works Operations	Operating	Completed
2.3.1.7 Deliver Unmaintained Road Safety Program Status : The unmaintained road maintenance repairs meet the community needs by providing a safe and trafficable road for residents living on unmaintained roads.	2.3.17.1 Undertake required works within allocated resources to improve safety of unmaintained roads to budget;	June 2015	Works Operations	Operating	Completed
2.3.1.8 Deliver Stormwater construction and maintenance program Status : The storm water and maintenance program meets the community needs by reducing the amount of pollution entering natural waterways. This includes the installation and maintenance of gross pollutant traps. Issues with location of new gross pollutant traps have delayed the program this year.	2.3.18.3 100% of pits, pipes and culvert maintenance undertaken as scheduled; 2.3.18.1.1 gross pollutant trap installed; 2.3.18.2 100% gross pollutant trap maintenance undertaken as scheduled;	June 2015	Works Operations	Operating	In Progress
2.3.1.9 Deliver major waterway structures maintenance program Status : The major water structures maintenance program meets the community needs by providing access over waterways. The maintenance program has been completed.	2.3.19.1 100% of routine maintenance undertaken as scheduled;	June 2015	Works Operations	Operating	Completed
4 Yr Program Outcome: To improve the way people move around the community	An action plan is prepared and endorsed by Council for high priority outcomes	October 2014	Planning and Sustainable Environment	Operating	Completed

2.4.1.2 Provide transport options for event patrons	2.4.1.2.1 Exceed 20 shuttle bus users per event;	June 2015	Economic Development & Tourism	Operating	Completed
Status : In the first full year delivery of major events for the community, Council provided a free shuttle bus to transport patrons to and from events across Singleton. The purpose of providing the shuttle bus was to ease possible parking congestion and ensure events were accessible to everyone within our community, including those without transportation. More than 2000 people used the shuttle buses provided for the major events throughout 2014/15. The biggest take up was experienced as part of the Hunter Coal Festival Community Day.					

4 Yr Program Outcome: Increased access to and awareness of public transport options

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.4.2.1 Provide relevant and timely information from the community to relevant Council departments to lobby government on transport issues. Consult with the community about transport issues, attend local transport working group meetings and work on projects as a result of the working party	2.4.2.1.1 Staff attend 100% of transport working meetings and relevant issues are reported to the Executive Leadership Team	June 2015	Community & Cultural Services	Operating	Completed

Status : Grant submission to Country Passenger Transport Infrastructure Grants Scheme for the establishment of accessible bus stops, information signage and Tactile Ground Surface Indicators in various locations of Singleton.
The Disability Advisory Committee has advocated to the NSW Local Member in relation to the lack of accessibility to the Opal Cards.

4 Yr Program Outcome: Infrastructure and services enable community connectivity

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.4.3.1 Review cycleway program to integrate traffic pedestrian access and cycleway access	2.4.3.1.1 50% implementation of the cycleway and footpath work identified in the Singleton Town Centre Traffic and Parking Management Plan	June 2015	Works Management	Operating	In Progress
Status : Review of the cycleway program started and expected to be completed by the end June 2015.					
2.4.3.2 Contribute to population retention through promotion	2.4.3.2.2 Collaborate with key partners to showcase Singleton; 2.4.3.2.1 Develop a package and prospectus for potential residents;	June 2015	Economic Development & Tourism	Operating	Completed

Status : An essential part of ensuring infrastructure and services meet community needs into the future is to secure the population base which sustains them. Council contributed to attracting and retaining new residents to Singleton by participating in a four-page Singleton feature in Australasian Mining Review Issue #10 2014. Singleton was also represented at the Avalon Air Show - in partnership with Newcastle and Port Stephens councils, Newcastle Airport and Newcastle University - to promote our regional lifestyle and tourism opportunities.

Strategy: Revitalise community spaces and places

4 Yr Program Outcome: Town Centre appearance and function is enhanced

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.5.1.1 A high priority action plan prepared for projects identified in the Town Centre Master Plan is developed	2.5.1.1.1 Priority action list mapped and adopted by Council;	December 2014	Planning and Sustainable Environment	Operating	Completed
Status : A priority Action Plan has been adopted by the Council. A significant outcome of this Plan is the delivery of the Stage 1 enhancement works.					
2.5.1.2 Detail design of the Town Centre Master Plan enhancement projects is undertaken	2.5.1.2.1 The physical enhancement works commenced	August 2014	Planning and Sustainable Environment	Operating	Completed
Status : The 100% detailed design for stage 1 is complete together with the RMS endorsed traffic and parking plan.					
2.5.1.3 Implement an annual high pressure clean of town centre	2.5.1.3.1 Work completed;	March 2015	Parks & Facilities	Operating	Completed
Status : Limited high pressure cleaning was undertaken due to construction works on the town centre redevelopment.					

4 Yr Program Outcome: Necessary infrastructure is provided for population growth and community change

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.5.2.1 Developer Contributions Plan is reviewed and updated	2.5.2.1.1 Plan adopted by Council;	June 2015	Planning & Environment	Operating	In Progress
Status : During the year a draft Infrastructure Strategy has been prepared. It comprises a list of approximately 300 projects which have been assessed with an ecological sustainability development ranking. This informed the preparation of a candidate list of projects for the review of the Development Contributions Plan. An analysis of Section 94 (Environmental Planning and Assessment Act) contributions verses Section 94A contributions was also completed. The Council determined to proceed with S.94A levies for greenfield development sites and S.94 contributions for existing/infill areas. The contractor preparing the Plans resigned in March. Quotes for a new contractor were called for in June. The community's future infrastructure needs have been identified. Approximately 45% of the Plan review process was completed.					

2.5.2.2 Participate with Cessnock City Council in the development of a Branxton Area Sub-Regional Land Use Strategy	2.5.2.2.1 Draft Sub-Strategies and Master Plan/Structure Plan completed;	June 2015	Planning & Environment	Operating	In Progress
Status : The Branxton Sub-Regional Land Use Strategy is a joint planning project involving the Singleton and Cessnock councils and the NSW Department of Planning and the Environment. The study area includes Greta. A Project Control Group of staff representatives met regularly. The planning consultant appointed to undertake the development of the strategy completed a community survey within the study area and a working group of community representatives has met.	The consultant has completed the following milestones in the preparation of the Strategy:				
	<ul style="list-style-type: none"> • Document review; • Backgroud studies; • Forecast Housing and Employment Development; and • Constraints and Opportunities review. 				
4 Yr Program Outcome: Community land dedicated from new developments is maintained to level consistent with existing reserves					
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.5.3.1 Report anticipating land dedication outlining progressive costs	2.5.3.1.1 Reported to Council;	June 2015	Parks & Facilities	Operating	Completed
Status : Council engaged a consultant to undertake a Biodiversity Plan of a number of reserves throughout Singleton. The plan will provide guidance for the ongoing management of reserves which will reduce resource input requirements and provide positive environmental benefits. A draft of the Plan has been received and will be presented to Council for consideration.					
4 Yr Program Outcome: Waste facilities present well to public					
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.5.4.1 Utilisation of an alternate cover system	2.5.4.1.1 Review effectiveness of EPA approved alternate cover	December 2014	Water & Waste	Operating	Completed
Status : After the successful trial and subsequent Environment Protection Authority approval the alternate cover, Concover, is now used daily in landfill operations. Benefits of concover are significant and include reduction in cost of importing clean fill, reduction of leachate generation, odours and windblown litter. Vermin and pest contamination and the fire risks at the landfill site are also reduced by application of concover and the waste facilities overall present well to the public.					

2.5.4.2 Develop Land Management Strategy for Waste Depot buffer land	2.5.4.2.1 Strategy developed, adopted by Council and recommendations implemented	June 2015	Water & Waste	Operating	In Progress
Status : A draft Land Management Plan for Waste, Water and Sewer buffer land was completed by Ross Planning. The feasibility assessment of recommendations is in progress. Significant improvements to waste facilities which already implemented include weed eradication and erosion control programs.					

Strategy: Enable and encourage economic diversification

4 Yr Program Outcome: Efficient processing of Development approvals facilitates economic growth and protects community interests

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.6.1.1 Establish a fast track approvals system for less complex categories of development	2.6.1.1.1 A fast track approvals system is maintained for less complex developments;	June 2015	Development & Regulatory Services	Operating	In Progress
Status : The ICON Assess software implementation has commenced and on track. Processes continue to be refined and improved. The program is important in respect to service delivery and the economic benefits development provides to the community.					
2.6.1.2 Improve processing times for development applications	2.6.1.2.1 Processing times are consistent with Group 4 council average processing times;	June 2015	Development & Regulatory Services	Operating	In Progress

Status : A greater focus has been placed on managing the assessment clock and to action internal referrals. Other process improvements have also been made resulting in better assessment times. Review of unit structure will also deliver improved outcomes. The program is important in respect to service delivery and the economic benefits which the construction industry provides.

4 Yr Program Outcome: Contributing to diversification and sustainability of Singleton economy

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.6.2.1 Facilitate and encourage the attraction of diverse industry sectors	2.6.2.1.1 Economic Development Strategy is adopted by Council	June 2015	Economic Development & Tourism	Operating	Completed
Status : The Economic Development Strategy was developed, drafted and placed on public exhibition. Based on submissions received, a workshop will be held with Councillors in July 2015 before finalising the document for adoption by Council. In addition, the Manufacturing and Engineering Sector event has been completed. A Creative Industries workshop is scheduled as part of the Singleton Festival in July 2015 with 15 participants registered as at 30 June. Council attended in the Avalon Airshow with Newcastle Airport and Port Stephens councils and Newcastle University and we showcased our regional facilities and tourism. The Shopfront Upgrade Program is ongoing into 2015/16 and 15 applications were received under the program and to date Council has committed \$19,990 excluding GST in rebates. The total value of the shopfront upgrades approved to date is \$117,608. The upgrades approved include the supply and fit of new windows, replacement of signage and lighting, painting, the removal of cladding, and minor building repairs. The Small Biz Bus was hosted in the town centre in February.					

Strategy: Plan considering the past, present and a sustainable future

4 Yr Program Outcome: Land & housing choice is consistent with forecast demographic demand

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.7.1.1 Ensure planning controls facilitate appropriate mix of housing types throughout the LGA	2.7.1.1 An annual review of the housing outcomes is undertaken	June 2015	Planning & Environment	Operating	Completed

Status : The review of housing outcomes involved collating dwelling statistics from 2001. The following dwelling statistics were collated; dwellings approved per financial year by zone , dwellings approved by dwelling type, dwelling sales price by year and Local Government Area (LGA) (Singleton, Cessnock, Maitland, Muswellbrook, Lake Macquarie & Newcastle). These statistics feed into the review of the Singleton Land Use Strategy through which planning controls are facilitated that influence future housing mixes within the Singleton Local Government Area.

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.7.1.2 Singleton Land Use Strategy updated	2.7.1.2.1 Review completed;	June 2015	Planning & Environment	Operating	In Progress

Status : The collection and collation of significant background data to inform housing and population trends in the local area and the Hunter Valley region to inform the updating of the Singleton Land Use Strategy was completed. Data collected included population and land release statistics, analysis of subdivision yields and initial research into the demand for business and industrial land. All this data contributes critical information for inclusion in the new Land Use Strategy and thereby enables Council to have a planned response to forecast demographic demand.

4 Yr Program Outcome: Singleton Council plans for a sustainable future

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
2.7.2.1 Develop and maintain partnerships through the Heritage Advisory Committee	2.7.2.1.1 An educational and promotional partnership program is developed ; 2.7.2.1.2 Program is implemented;	June 2015	Development & Regulatory Services	Operating	Completed

Status : Heritage Advisory Committee continues to play an active role. The program is important in ensuring heritage is valued, its importance promoted and valued by the community.

building sustainability



our environment

enhance • protect • balanced • aware

Our outcomes

Our community:

- protects and enhances natural and built environment
- is encouraged to be environmentally aware
- is at the forefront of alternate energy
- is conscious of its environmental footprint
- is sustainable in its actions

Our strategies

- Collaborate to protect, enhance and improve our environment.
- Improve waste management for the community through enhanced resource recovery, recycling, improved collection and the minimisation of waste generation.
- Partner with industry to create Singleton as an alternate energy hub.
- Promote sustainable building practices.
- Greening of community places and spaces.
- Enable and encourage civic leadership for environmental sustainability.



Stage one of the Singleton Waste Management Facility and the Singleton Community Recycling Centre were constructed during 2014/15 and officially opened in August 2015. The project included installation of a new weighbridge in accordance with new requirements from the NSW Environmental Protection Authority. The facility will undergo further upgrades in 2015/16 with construction of a recycling shop and education centre. Engineering investigations show that the landfill site has a lifespan of 51-plus years based on current waste volumes and increased diversion of waste from landfill into recycling programs.

A team of Council employees, called Bee Green, was established in 2014/15 to improve Council's internal environment sustainability performance. Bee Green will be commencing work on a number of projects in 2015/16 and team members are very excited about getting started. These projects include: improving waste management at Council staff events; upgrading the current waste management system in Council buildings; organising monthly meet and swap events for staff; and developing a kitchen waste gardening program for the Civic Centre kitchens and kitchenettes.



The Flying Fox Management Strategy has been amended to support documents that were omitted in the original adopted plan. Council has also submitted comments on the Flying Fox Camp Management Policy with a letter sent to the Hon Joel Fitzgibbon MP. A section 95(2) certificate has been received from Office of Environment and Heritage. This approval is not for the removal or dispersal of the flying foxes. It gives approval to remove two trees and prune branches off five others to create a branch-free area within 15 metres of the cenotaph and 10 metres of the Boer War memorial in Burdekin Park. This is the first action to be implemented from the Management Strategy. Works approved by this certificate will be undertaken in 2016



In August 2014, Council launched the Waterwise Compost Gardens program. The project is a NSW EPA Waste Less, Recycle More initiative funded from the waste levy. Council issued free compost tumblers to 1,579 households, 13 public and private schools and 10 local organisations. Council hosted eight half-day composting workshops to teach residents how to use their tumbler and in addition provided education material, compost manual and kids' activity booklets. There are more than 8,600 residents actively participating in the program.



Departments within Council often work together to get a better outcome for the community. Since October 2014, Singleton Library and Sustainable Environment launched the Sustainable Singleton series of workshops. The project involves holding free monthly environmental sustainability workshops with the aim of inspiring and educating mums and dads to be more environmentally sustainable in their backyards and homes. The first presentation was by naturalist and author, John Dengate who spoke on gardening to bring birds into the backyard. Since October, Council has hosted workshops on permaculture gardening, weeds as foods and medicines, sustainable food, no dig gardening, preserving food, and beekeeping basics. The workshops have been very popular with more than 400 people attending the series throughout the year.



Council engaged the Keep NSW Beautiful Enviromentors to hold environmental workshops at local schools over six days. The environmental educators provided training to students of all ages at five local schools on "Lunches Unwrapped". This topic introduced the idea of a waste-free lunch to benefit both the environment and health. The module teaches students the benefits of reducing waste while equipping them with ways to get around packaged products in their lunchboxes. Reduced waste also results in reduced litter making its way into our waterways.



Council's water meter inspection program saw 5,600 dwellings and businesses inspected in 2014/15. CCTV and field leakage inspections were completed, reducing water leakage by 3% and saving \$130,000. Council has implemented the smart water meter reading software and a trial project is under development for further roll out in 2015/16.



Schools Tree Day was held on Friday 25 July 2014 and National Tree Day on Sunday 27 July 2014 at Nowlan Park. These events are sponsored by Glencore Ravensworth Underground mine and enjoyed annually by school children and families. Singleton Heights Public School's year 1 and 2 booked out our School Tree Day and planted 500 trees. Local residents, Scouts, Cubs, Girl Guides, Tidy Town members, Glencore apprentices and staff participated in National Tree Day and planted 1000 trees. Council and Glencore have been involved with the National Tree Day event for more than six years. It is estimated that more than 6000 trees have been planted during this period providing habitat for local wildlife.

In February 2015, the Sustainability Steering Committee met formally for the first time. Members of the committee were chosen after a call for nominations. The members represent local industry, state government and the community as well as local Councillors. The purpose of the committee is "To guide the long term sustainability of Singleton beyond mining in partnership with community stakeholders". The committee is meeting monthly to review the draft Singleton Community - Environmental Sustainability Strategy and Action Plan. When the document review is finalised, meetings will be conducted quarterly.



The Sustainable Environment team focused on providing greater education services for children in 2014/15 and included them in the Sustainable Singleton series. In partnership with the library, pre-school children participated in craft activities using recycled materials in December (Christmas), March (Easter) and June (winter) after Storytime. A January school holiday activity "Whacky Water" looked at water use and conservation around the world, allowing the older kids to get outside and get wet while learning about a serious environmental topic. Herb gardening was also offered in the Autumn school holidays and held outdoors at the Singleton Community Garden. About 120 children participated in Sustainable Singleton activities, which were all provided free of charge.

Council has had a valuable partnership with Hunter Local Land Services (LLS), previously Upper Hunter Catchment Management Authority, for more than 10 years. The LLS provides Council with essential services and resources to conduct programs focussed on natural resource management. In 2014/15, the LLS provided Council with training for staff in the areas of hydrogeological landscapes mapping - saline landscapes, and erosion and sediment control practices. The courses were attended by 34 staff from across Council.

Pillar: Our Environment**Strategy:** Collaborate to protect, enhance and improve our environment**4 Yr Program Outcome:** Community embraces ownership of our environment and its protection

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.1.1.1 Develop an Action Plan from the Grey-Headed Flying-Fox Management Strategy	3.1.1.1 Action Plan completed	December 2014	Parks & Facilities	Operating	Completed

Status : The Flying Fox Management Strategy has been amended to support documents that were omitted in the original adopted plan. Council has also submitted comments on the Flying Fox Camp Management Policy with a letter sent to the Hon Joel Fitzgibbon MP.

A section 95(2) Certificate has been received from Office of Environment and Heritage. This approval is not for the removal or dispersal of the flying foxes. It gives approval to remove two trees and prune branches off 5 others to create a branch-free area within 15 metres of the Cenotaph and 10 metres of the Boer War memorial in Burdekin Park.

This is the first action to be implemented from the Management Strategy. Works approved by this Certificate will be undertaken in 2016

4 Yr Program Outcome: Flood plain management is part of community planning

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.1.2.1 Undertake flood study within the LGA to promote and improve planning practices	3.1.2.1.1 Wollombi Brook Flood Management Study and Plan is scoped	March 2015	Development & Regulatory Services	Operating	In Progress

Status : Draft Wollombi Brook Flood Study prepared. Completion due first quarter of 2015/16. The Study is important in establishing knowledge of flooding in the Broke area and developing up a subsequent plan for appropriate land uses. The study is to be finalized by the second quarter of 2015/2016.

4 Yr Program Outcome: Development Control Plan (DCP) is a user friendly document

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.1.3.1 The Singleton DCP is maintained in an interactive web-based environment	3.1.3.1 The web-based tool is implemented and maintained	June 2015	Development & Regulatory Services	Operating	Completed

Status : Singleton Council's Development Control Plan (DCP) was adopted by Council in May 2014. The introduction of the ICON Assess software has realised the objective of creating an interactive interface.

4 Yr Program Outcome: The community is more aware of environmental issues and educated through programs

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.1.4.1 Environmental education plan implemented	3.1.4.1.1 All educational activities identified for 2014/15 completed;	June 2015	Planning & Environment	Operating	Completed

Status : An active year in promoting environmental education with a combination of continuing with regular activities, such as Clean Up Australia and National Tree Day, with a lot of new activities, some in partnership with library staff. The latter community education information sessions included the following topics; Attracting Birds to Your Garden, Permaculture Gardening and Sustainable Food Practices. The Wood Smoke Reduction Education Program was extended, meetings held with local school principals to extend opportunities to support environmental education in schools and assistance provided to members of the Singleton Community Garden. The Plan was implemented with three actions not able to be implemented replaced with relevant alternatives.

All of the activities contributed to an increased awareness of environmental issues in the community.

4 Yr Program Outcome: Implement landfill gas capture and conversion system

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.1.5.1 Investigate gas capture options and financial feasibility	3.1.5.1.1 Landfill gas capture and flaring system operational;	June 2015	Water & Waste	Operating	In Progress

Status : A gas extraction feasibility study has been completed by consultants GHD. Results of the study show that extraction and flaring of gas is not feasible as waste volumes do not produce sufficient gas to make this project financially viable. The emission abatement program implemented in 2014/15 includes gas capture and venting and an extensive rehabilitation and re-vegetation program aimed at reducing landfill gas formation.

Strategy: Improve waste management for the community through enhanced resource recovery, recycling, improved collection and the minimisation of waste generation

4 Yr Program Outcome: Implementation of Waste Depot Master Plan

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.2.1.1 Waste Depot site Master Plan – planning, assessment, public consultation, DA, EPA licence variations and detailed design undertaken.	3.2.1.1.2 Community Resource Recovery and Recycling Centre constructed and operational; 3.2.1.1.3 All necessary EPA approvals obtained; 3.2.1.1.1 Waste Transfer Station constructed and operational;	June 2015	Water & Waste	Operating	In Progress

Status : Major actions of the Singleton Waste Management Strategy have been completed, including completion of a new landfill filling plan, construction of the Community Recycling Centre, Waste Transfer Station and new weighbridge. The Singleton Waste Management Facility will be further upgraded in 2015/16 with the construction of a Recycling Shop and Information Centre. Engineering investigations show that the licensed landfill site has a lifespan of 51+ years based on current waste volumes received and the infrastructure established now will service the Singleton community well for decades to come.

4 Yr Program Outcome: Implementation of Singleton Waste Strategy

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.2.2.1 Develop alliances for improved waste management	3.2.2.1.1 Additional Hunter Resource Recovery recycling service opportunities provided to the community	June 2015	Water & Waste	Operating	In Progress
	<p>Status : Regional Waste Management Strategy across the Hunter Councils is complete. Joint programs completed include food waste avoidance with Lake Macquarie, Dungong, Maitland and Port Stephens. Also note action in 3.2.2.2.</p> <p>The initial Tenders for Organics collection did not result in a successful submission but showed that at less than \$60 per year per household greenwaste collection would be affordable. New tender for organics processing and organics collection will be called in August 2015 by project partner Councils Singleton, Cessnock and Maitland. Mattress recycling will be implemented during the second half of the year after a successful tender called by Hunter Resource Recovery on behalf of member Councils Singleton, Lake Macquarie, Cessnock and Maitland. Mission Australia's mattresses recycling program has many benefits as mattresses can be completely recycled and the diversion of mattresses from landfill saves landfill space and maximises resource recovery. Wood from the bed bases can be mulched and composted. Foam can be recycled into carpet underlay, steel springs are sold as scrap metal, and the fabric can be used for various purposes.</p>				
3.2.2.2 Investigate options for green waste processing	3.2.2.2.2 Landfill composting station established at the Waste Depot; 3.2.2.2.1 Home composting program implemented;	June 2015	Water & Waste	Operating	In Progress
3.2.2.3 Medium/long term waste processing options with neighbouring councils investigated	3.2.2.3.1 Options reported to Council;	December 2014	Water & Waste	Operating	In Progress
3.2.2.4 Deliver awareness/education programs for waste and recycling	3.2.2.4.1 Educational programs delivered;	June 2015	Water & Waste	Operating	In Progress

Status : 2014/15 Education Program has been developed and implemented. Seven community composting workshops and one cooking demonstration class were held to support reduction of organic waste to landfill. The Environmentors program was held in all ten primary schools in Singleton to raise awareness of recycling options available from a young age. A 3-year Environment Protection Authority (EPA) approved Community Education Plan for the new Community Recycling Centre was developed and will be implemented after opening of the facility. All projects were supported by the Environmental Trust as part of the NSW EPA's Waste Less, Recycle More initiative funded from the waste levy

3.2.2.5 Domestic kerbside waste collection tender is taken to market	3.2.2.5.1 Finalisation of tender reported to Council;	July 2014	Water & Waste	Operating	In Progress
Status : The Draft Domestic Kerbside Tender is being prepared to include the additional new requirements flowing from changes in legislation. It's expected that tenders will be called late August 2015.					

Strategy: Partner with industry to create Singleton as an alternate energy hub

4 Yr Program Outcome: Singleton is exploring sustainable energy options for its future

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.3.2.1 Develop education programs to promote sustainable building practices	3.3.2.1.1 2014/15 energy efficiency and energy renewals education priorities identified in the Singleton Community Environmental Sustainability Strategy and implemented	June 2015	Planning & Environment	Operating	Completed

Status : Work was completed in-line with the Energy actions contained within the draft Singleton Community Sustainability Strategy and Action Plan (SCESSAP). The following activities were actioned; increased information provided on availability of subsidies and rebates available to householders and businesses to assist them with improving energy efficiency and installing/retrofitting renewable energy infrastructure and information on the Fridge Buyback scheme was updated on Council's website. The 'It's Better in Your Hip Pocket' campaign was not provided as it is no longer available from the Hunter Councils. As an alternative a Council Officer attended the Clean Energy Regional Responses Conference in Kurri Kurri. The actions taken have increased the knowledge of sustainable energy options.

Strategy: Promote sustainable building practices

4 Yr Program Outcome: Buildings & infrastructure are sustainable

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.4.1.1 Plan for recreation and community facilities to incorporate sustainability	3.4.1.1.1 Undertake audit to Council buildings to identify areas where energy savings can be achieved;	June 2015	Parks & Facilities	Operating	Completed

Status : Sustainability factors considered in all new installations. A number of initiatives have been undertaken including the installation of solar lighting to measure performance and durability and installation of solar hot water systems in a number of locations. Work is underway to identify areas where energy savings can be achieved through installation of LED lighting. Where practical all new lighting installations are low energy fittings. Low energy LED floodlights have been installed at Broke tennis courts and solar lights are being trialled at Jerrys Plains recreation ground

Strategy: Enable and encourage civic leadership for environmental sustainability

4 Yr Program Outcome: Council's operations demonstrate stewardship for environmental sustainability

Actions	Performance Indicator (Output/measure)
Action Time Frame	Responsibility
Funding	Action Status
3.6.1.1 Reduce water wastage and water loss within the Singleton Council water supply system through a meter replacement program and major carrier main maintenance works	<p>3.6.1.1.2 Complete at least four annual collaborative Upper Hunter Water alliance projects for improved water and sewer management in the region;</p> <p>3.6.1.1.1 Total water loss reduced by 15% compared with total loss reported in 2013/14</p>

<p>Status : Water meter inspection program is in progress with, 5,600 dwellings and businesses inspected. Closed Circuit television (CCTV) and field leakage inspections have been completed. Reduction of 3% (saving \$130,000) water leakage achieved in 2014. The water alliance is meeting regularly at an operational level to improve water loss. Smart water meter reading has been implemented, the smart water meter trial project under development.</p> <p>3.6.1.2 Environment Protection Authority (EPA) load based licence fee reduced</p>	<p>3.6.1.2.1 Reduced payment for load based pollutant calculations compared with 2013/14 fee;</p>
<p>Status : Environmental Protection Authority (EPA) Audit completed. Land irrigation for effluent will reduce load based fees to nil. Feasibility report, including soil investigation in progress. Sewage Treatment Plant (STP) Licence amended accordingly.</p> <p>3.6.1.3 Sewer Treatment Plant Processes Control improved to reduce adverse environmental impact</p>	<p>3.6.1.3.1 Reported pollutant level reduced by 50% compared with the average level over the last 10 years;</p>

Status : Raw sewer screens have been installed. A Process Optimisation Program is being progressively implemented.

4 Yr Program Outcome: Partnerships with external stakeholders to improve environmental outcomes

Actions	Performance Indicator (Output/measure)
Action Time Frame	Responsibility
Funding	Action Status
3.6.2.1 Extend or establish new partnerships for environmental improvement	<p>3.6.2.1.1 Contribution of partners implementing Singleton Community Environmental Sustainability Action Plan reported to Council;</p>

Status : The Sustainability Team worked extensively to create and extend cross-Council and cross-community relationships to deliver actions in the draft Singleton Community Environmental Sustainability Action Plan.

Partnerships forged included the following:

- Singleton Council's Waste and Water Group through working together on the e-waste recycling bins and water-wise compost gardening program.
- Singleton Council's Library team through day time and evening community education programs.
- Great Eastern Ranges Initiative (GERI) by being invited to be a member of the Steering Committee.

<ul style="list-style-type: none"> • Hunter Councils through collaboration on a “Save Our Species” grant application and Office of Environment and Heritage (OEH) Education grant application. • Muswellbrook Council GREI Stepping Stones Project through sharing of information and working with them on the YOuth LEADing the World project. • Singleton Landcare Network assisting them achieve their objective of installing signage at Col Fisher Park, having an opening event for the sign and having more information on the park provided on Council’s website. • Local Land Services to deliver actions to meet the objectives of both Local Land Services and Council’s Delivery Plans, including providing free workshops for Council staff and distribution of Natural Resource Management resources. • Offering the ‘Environmentors’ environmental education program in local schools. <p>These relationships have no only assisted in delivering actions in the SCESSAP but importantly have led to organisations approaching Council to undertake projects that will lead to improved environmental outcomes. These have included the OEH Energy Efficiency/Renewable Energy Focus Groups that will provide specific information on the needs of the Singleton community, the partnership with Hunter Councils to gain OEH funding to undertake an education program on the grey-headed flying fox in Singleton and the Environmental Protection Authority who will be undertaking a wood heating behaviour study in Singleton in late 2015.</p>
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4 Yr Program Outcome: Implement environmental sustainability into key policy documents

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
3.6.3.1 Internal waste management and energy efficiency practices reviewed	3.6.3.1.1 Review completed;	June 2015	AGM & DCIS Management	Operating	In Progress

Status : New structure adopted in December 2014. The new structure will provide a designated education role to undertake this task.

building capacity



our leadership

collaborative • informed • efficient • engaged

Our outcomes

Our community:

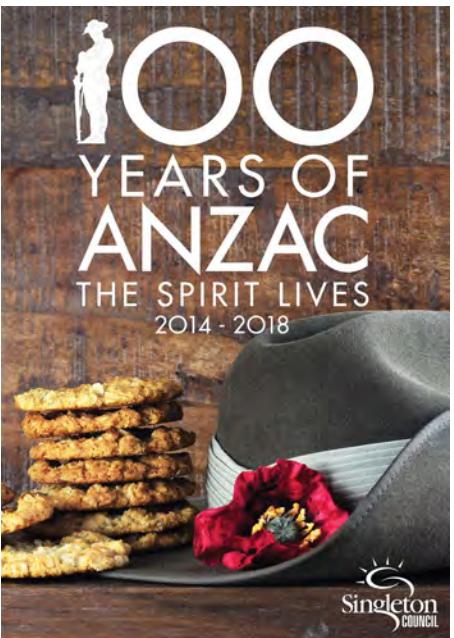
- is informed and active in decision-making
- is recognised for its leadership
- has a diverse economy.

Our Council:

- is efficient and effective in the delivery of services to our community
- promotes Singleton and its diversity.
- Our business leaders:
- work collaboratively to strengthen our community.

Our strategies

- Create spaces and tools to keep our community informed.
- Inform, consult, involve, collaborate, empower our community for effective decision-making.
- Deliver a brand/identity for Singleton which represents the diversity of our community.
- Develop an economic diversification strategy.
- Lead, govern and regulate transparently, equitably and ethically.
- Respond to the changing needs of our community.



Council used various communication tools to keep the community informed in 2014/15. Council issued 218 media releases throughout the year promoting activities, events and programs. There were four editions of Your Council issued with the quarterly rates instalment notices. In addition, Council produced several special publications including the Anzac centenary booklet, Wambo Coal Singleton Hall of Fame booklet, flyers to promote specific activities and tools such as the development application tracker as well as videos celebrating Australia Day, Team Singeton, Hunter Coal Festival, The Big Draw and Book Week.

Council received a highly commended award at the 2015 NSW Local Government Week celebrations for excellence in communication. The RH Dougherty awards are presented by Local Government NSW to recognise and encourage greater understanding and communication by councils to their communities. Council entered the awards with a submission on the Team Singeton campaign in the lead up to the International Children's Games in December. Singleton was a joint highly commended winner for councils with a population of less than 30,000 people.

The first BOOST Singleton lunch was held in April and featured Jamie Lewis, Creative Director at Out of The Square (OOTs) Media. The BOOST series is a new partnership with Singleton Business Chamber to deliver development and training events for local business and industry.



There were 329,916 page views of www.singleton.nsw.gov.au during 2014/15 over 104,683 sessions. There were 48,919 users of which 56.3 per cent were returning visitors. Council maintained almost 1600 pages of content. A website satisfaction survey was undertaken and the information gained from the survey was used to review the site. Plans are under way to re-skin and streamline the page navigation in 2015/16.

- Top 10 most viewed***
1. Library
 2. Careers
 3. Contact us
 4. Lake St Clair
 5. Property tools
 6. Development application
 7. Fees and charges
 8. Development
 9. Local Environmental Plan
 10. Major projects
- *excluding home page



Council encouraged the community to connect with Council via social media and in 2014/15 launched an Instagram account. Council maintained a very active Facebook page and is nearing 3000 likes. In 2014/15, peak post reach on Facebook was 54,000 and was achieved during the April super storm event. Council also manages accounts on Twitter and YouTube. These channels continue to grow in popularity as they enable the community to connect with Council at a time and place that is convenient to them.





Council was judged as the winner of the NSW Local Government Financial Statements Award for 2013/14. This award is sponsored by the NSW Local Government Finance Professionals and is awarded to encourage improved presentation and compliance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice and Financial Reporting. The award is judged on the non-audit aspects of compliance with the standards and the code, format and presentation, readability and information provided to users and the appropriateness, wording and content of narrative notes.

Singleton parkrun was launched in August 2014 with 222 runners at Rose Point Park. This free, weekly 5km run/walk was sponsored by Singleton Council and Hunter Medicare Local. It is made possible each Saturday at 8am by a team of dedicated volunteers and celebrated its first birthday in August 2015.



The Singleton Mayoral Christmas Tree Appeal was so successful in 2014 the Salvation Army had to bring a trailer to pick up the collection. Each year Council hosts several Christmas trees at its facilities for staff and the community to leave non-perishable food and toys under. The items are distributed by the Salvos in partnership with the Singleton Neighbourhood Centre and St Vincent de Paul.



The Wambo Coal Singleton Hall of Fame walkway was unveiled in August 2014 to recognise individuals, families and local organisations that have been inducted in the Hall of Fame since 2009. Pavers bearing the names of new inductees will be installed in the walkway each year.



The 2015 winners of the Singleton Mayoral Scholarship program were announced in April. The four winners each received a \$2000 scholarship that can be spent in a variety of ways to facilitate further education and study including fees, resources, travel and accommodation. More than 60 applications were received across four categories in 2015.

The winners, their categories and areas of study are:

- Teliah Buckton – University – Bachelor of Teaching/Bachelor of Personal Development, Health and Physical Education
- Janette Morris – Mature Age – Certificate 3 and 4 Fitness
- Ryan Davies – Trade and Vocational – Information Technology Networking Certificate 3 and 4 and Diploma
- Georgia McManus – High School and School Leaver – Higher School Certificate

The Singleton Mayoral Scholarship Program has awarded more than \$130,000 in scholarships since its inception in 2009 and celebrates both academic achievement and community contribution.

Singleton Youth Venue delivered 'Lovebites' (Domestic Violence and Sexual Assault Awareness program) to Singleton High School students. Artworks were created during the program displaying awareness slogans. These artworks were then used to create a static display in the Youth Venue during the lead up to White Ribbon Day.



Council hosted a week-long display at Singleton Square to celebrate Local Government Week in August 2014. Staff representing all departments of Council were on hand at various times throughout the week to speak to people in the community and hand out information on upcoming activities, events and programs. More than 500 people were directly engaged and signed up for a free compost tumbler, completed the Local Government Week quiz or registered to become a volunteer. The event was rounded off with a free microchipping day for dog and cat owners.

At the end of each year Council recognises individuals and teams for their outstanding contribution to the organisation throughout the year. In 2014, they were:

Community Support

Winner – Team Singleton Organising Committee
Highly Commended - Lee Croucher and Hannah Schulz-Fulham

Innovation & Improvement

Winner – Angelika Hesse
Winner – LAMS team
Highly Commended - Melinda Hale and Damien Jenkins

Customer Service

Winner – Mursaleen Shah
Winner – Local Government Week Project Team
Highly Commended - Carol Hepworth, Works Crew, and Deanne Metcher

Length of service awards

Tanya Aarts 5
Samuel Higgins 5
Jeremy Grice 5
Eden Robinson Nicholls 5
Alicia Christe 5
Ryan Sampson 5
Bradley Nichols 5
Mursaleen Shah 5
Kathryn Edwards 5
Donna Hollins 5
Ricky Andrews 5
Amanda Garland 10
Trevor Smith 10
Gary Pearson 10
Melissa Staff 10
Nicole Pitts 10
Joan Ingram 10
Peter Howe 10
Christopher Smith 10
Paul Cupitt 15
Geoffrey Reakes 15
Hillary Smith 15
Bronwyn Chandler 15
Jeffrey Burgmann 15
Mark Ihlein 15
Sally Dunn 15
Cheryl Smith 20
Carol Hepworth 20
Kenneth Horner 20
Robert Giuliano 20
Debra Fleming 20
Natalie Downes 20
Andrew Henry 25
Walter Starr 25
Gary Perrin 30
Owen Druce 30



Six outstanding individuals, families and organisations of the Singleton community were inducted into the Wambo Coal Singleton Hall of Fame in 2014. The achievements of inductees Neil McNamara, Lyn MacBain, Norman "Esky" Oldknow, the Bourke family, Robbie Merrick and Rotary Club of Singleton on Hunter were celebrated by about 80 people including previous Hall of Fame inductees, Singleton Mayor John Martin and Wambo Coal General Manager Jason Davis. The Peabody Wambo Coal Singleton Hall of Fame began in 2009 as an opportunity to recognise and celebrate individuals, community groups and families who have made significant contributions in their field of endeavour at a state, national or international level.



Council launched the Visit Singleton app in September 2014, a dynamic guide to the Singleton region with information for both locals and visitors available on iPhone, iPad and Android. The app is a great way for locals and visitors to keep up to date on events in the area in addition to information on businesses, accommodation options, eateries and amenities.

There was significant improvement to Council's recruitment advertising and branding practices in 2014/15, resulting in a 50 per cent saving in expenditure and a budget reduction in 2015/16. *The Get On Board With A Job At Council* recruitment brand promoted Council as an attractive employer and included a bus advertising campaign. A review of Council's Careers webpage contributed to 15,407 page views and was the third most viewed page on Council's website, excluding the home page in the 12-month period.



4 Yr Program Outcome: The community feels informed and has opportunity to connect

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.1.1.1 Provide regular news and information for the community detailing Council projects, events and activities	4.1.1.1.3 Issue an average of three media releases per week;	June 2015	Economic Development & Tourism	Operating	Completed
	4.1.1.1.2 Average 120 posts per month across Council's Facebook and Twitter platforms;				
	4.1.1.1.1 A minimum four Your Council newsletters produced each year;				

4.1.1.4 Maintain physical resources and programs to: improve communication between community members; knowledge of services available; and options to contribute to the community People with a Disability and Youth.	4.1.1.4.3 10% increase in use of digital library resources; 4.1.1.4.2 10 monthly library columns in the Singleton Argus; 4.1.1.4.1 Online Community Services Directory updated;	June 2015	Community & Cultural Services	Operating Completed
Status : The Online Community Services Directory has been updated including sub-directories maintained for specialist services for Aboriginal and Torres Strait Islanders, Older People, People with a Disability and Youth.	Library 10,000 Member Campaign Media Plan undertaken with radio and local newspaper advertisements, and pop-up library stalls in the Gowrie Street Mall and at three (3) community events.			
4.1.1.5 Accurate and timely provision of community and business information	4.1.1.5.3 Increase number of accommodation bookings minimum of 100; 4.1.1.5.2 Exceed engagement by 500 persons across Economic Development social media platforms; 4.1.1.5.4 Exceed 150 attendees per annum at Business Leaders Lunches; 4.1.1.5.1 Exceed 5000 unique visitors to Economic Development pages in www.singleton.nsw.gov.au ; 4.1.1.5.5 Prepare and distribute minimum of four Economic Development e-newsletters per annum;	June 2015	Economic Development & Tourism	Operating Completed
Status : Provision of up to date information has been made through a monthly Community Funding Update and bi-monthly Business Update and distributed through direct email and online. Regular updates of the Council website and www.singletonbusiness.com were performed. The Retail Collective was formed in March 2015 with members from the town centre retailers. The collective contributed to the Easter promotion and the Halfway in May sale.				
4.1.1.6 Attend community service group meetings to discuss Council and community issues	4.1.1.6.1 Attend six community organisation meetings to promote Council matters additionally enabling opportunities for open dialogue with any relevant matters being reported to appropriate Council departments;	June 2015	Community & Cultural Services	Operating Completed
Status : Council staff have been actively involved in the Singleton Healthy Lifestyle Network, Multicultural Friendship Group, Singleton Community Drug Action Team and the Hunter Rural Multicultural Network.	Conducted CBD Park Consultation at 13 local community group meetings. Engaged with Ladies Probus to discuss seniors' issues. Engaged with Singleton District Historical Society to develop Digital Storytelling Project. Library hosted the Singleton Cancer Assist re-launch.			
4.1.1.7 Using appropriate media create resources to increase awareness and connectedness with community and community initiatives	4.1.1.7.2 Develop and maintain relevant Facebook pages to establish and provide educational/ and relevant information; 4.1.1.7.1 Two partnership resources developed to address social impact issues and distributed to relevant stakeholders;	June 2015	Community & Cultural Services	Operating Completed
Status : Singleton Youth Venue delivered 'Lovebites' a Domestic Violence and Sexual Assault Awareness program to Singleton High School students. Artworks were created during the program displaying awareness slogans. These artworks were than used to create a static display in the Youth Venue during the lead up to White Ribbon Day.	The Library website received 44,120 visitors this year. The Library Facebook page played a pivotal role in attracting market stall holders for the Library Birthday Celebration.			

Strategy: Inform, consult, involve, collaborate, empower our community for effective decision making

4 Yr Program Outcome: Community is well informed about Council performance to plan

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.2.1.1 Phase 2 of corporate reporting tool investigated for consideration in the 2015/16 budget	4.2.1.1.1 Funding allocated in 2015/16 for phase 2 of Interplan;	June 2015	Planning & Environment	Operating	Completed

Status : An allocation for the Phase 2 implementation of the Interplan corporate reporting tool was included in the proposed Information Services budget for the 2015/16 financial year. This allocation was not included in the approved final budget. During the year work was undertaken to improve the functionality of Interplan with other corporate reporting systems and thereby improve the quality of information available to the community.

4 Yr Program Outcome: Community participates in and owns decisions

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.2.2.1 Investigate establishing a representative community advisory group	4.2.2.1.1 Report on community advisory group to Council's Executive Leadership Team;	December 2014	Economic Development & Tourism	Operating	Deferred
	Status : Council provides a range of ways in which the community can have its say about the decisions made by Council including public exhibition, public access, consultation sessions and surveys. The Singleton Voicebox was launched in September at the Singleton Show to provide a new opportunity for residents to opt-in to receive notifications about upcoming consultation activities. Voicebox was to be an online consultation database and would identify demand for a representative community advisory group. Due to licensing restrictions, the software Council wished to utilise was cost prohibitive and alternatives are still being sought. The number of residents who signed up for Voicebox was limited, despite being included in a mail out to all ratepayers and households. This concept needs further exploration in 2015/16.				
4.2.2.2 Participate, interact and support Council committees	4.2.2.2.1 Each Committee or Team provides relevant advice to Council, are consulted with on relevant matters and meets the terms of reference of each committee or team;	June 2015	Community & Cultural Services	Operating	Completed
	Status : Community & Cultural Services team have supported the following committees this quarter - Disability Advisory Committee, Aboriginal Advisory Committee, Place Management/Making, Village Master Plan, Singleton Festival, Wambo Hall of Fame, Colleen Gale Children's Services Advisory Committee and Major Events.				

4.2.2.3 Provide updates and feedback to those who participated in the Ageing Strategy, Youth Strategy and Multicultural Strategy	4.2.2.3.1 A minimum of three consultations conducted using relevant mediums;	June 2015	Community & Cultural Services	Operating	Completed
Status : The completed Multicultural Action Plan has been forwarded to consultation participants, as well as other interested stakeholders. In addition the plan was tabled at the Hunter Rural Multicultural Network.	Results of the Youth Strategy community engagement were shared with participating schools, identifying their own specific data. Providing the data back to each school was a commitment made by the Youth Venue and has assisted in future partnership activities and programs. A meeting was held with the Youth Action Team to discuss the results and contribute to strategy actions.				
The Ageing Strategy has been adopted and the community feedback process has commenced.	4.2.2.4 Develop a brand and visual representation of Singleton	4.2.2.4.1 Exceed 300 residents/community members engaged in the consultation phase;	June 2015	Economic Development & Tourism	In Progress
Status : The joint signage strategy with Cessnock Council was developed and workshopped with stakeholders in 2014 to deliver consistent signage for Hunter Valley Wine Country. The strategy is yet to be adopted by Singleton Council but has already inspired the wayfinding signage being used as part of the town centre revitalisation and Hermitage Rd project. The formation of the Hunter Valley Alliance will deliver one brand, one marketing campaign for Hunter Valley Wine Country and will influence the development of the Singleton brand.					
Strategy: Deliver a brand/identity for Singleton which represents the diversity of our community					
4 Yr Program Outcome: People want to work/stay/ play in Singleton					
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.3.1.1 Develop a Brand Strategy for Singleton as a community as well as for Council	4.3.1.1.1 Strategy adopted by Council;	June 2015	Economic Development & Tourism	Operating	Deferred
Status : The Brand Strategy has been rolled over into 2015/16 due to the formation of the Hunter Valley Alliance with Cessnock City Council and Hunter valley Wine and Tourism Association. As this alliance will have one brand and one marketing campaign to drive visitation to the region, it was determined that the Singleton Brand should complement the Hunter Valley Wine Country brand, once it is implemented.					
4.3.1.2 Develop an employee value proposition/ recruitment brand for Singleton Council	4.3.1.2.1 EVP and recruitment brand integrated into operational/ external communications;	September 2014	Human Resources & Work Health Safety	Operating	Completed
Status : An Employee Value Proposition (EVP) has been identified based on feedback obtained from the Employee Engagement survey and interviews conducted with 5% of the workforce. A Recruitment Brand has been developed 'Find A Job That Suits You' and 'Get On Board With A Job At Council' and now features in recruitment advertising. The EVP has resulted in positive changes to Council's recruitment practices and the new recruitment brand has assisted in attracting prospective applicants to Singleton Council.					

<p>4.3.1.3 Review and improve Council's recruitment advertising and branding practices to promote Council as an attractive local employer</p> <p>Status : There has been significant improvement to Council's recruitment advertising and branding practices resulting in a 50% saving in expenditure during 2014/2015 and budget reduction for 2015/2016. A review and update of the Career's Page on Council's website has contributed to 15,407 page views during 2014/2015. The 'Get On Board With A Job At Council' recruitment brand featured locally to promote Council as an attractive employer which included a bus advertising campaign from October 2014 to March 2015. The development of a LinkedIn careers page which also features the new recruitment branding has increased Council's profile as an attractive local employer.</p> <p>4.3.1.4 Strengthen relationships with local educational institutions and other source organisations to promote Council as an attractive local employer</p>	<p>4.3.1.3.3 New starter pack is reviewed and updated biennially;</p> <p>4.3.1.3.1 Career section on Council's website is reviewed and updated;</p> <p>4.3.1.3.2 Recruitment data is collected and reported to the Executive Leadership Team on a quarterly basis;</p> <p>4.3.1.4.2 Work placement program of work experience, career observation and vocational skill development is developed and implemented;</p> <p>4.3.1.4.1 Council participates in appropriate Career Expos;</p>	<p>June 2015</p> <p>Human Resources & Work Health Safety</p> <p>June 2015</p> <p>Human Resources & Work Health Safety</p>	<p>Operating</p> <p>Completed</p> <p>Operating</p> <p>Completed</p>
<p>4 Yr Program Outcome: Our economy is diversified</p> <p>4.4.1.1 Facilitate the delivery of the priority actions identified in the Upper Hunter Diversification Plan</p>	<p>Performance Indicator (Output/measure)</p> <p>4.4.1.1.1 Minimum of one priority from Upper Hunter Economic Diversification Strategy is delivered in 2014/15;</p>	<p>Action Time Frame</p> <p>June 2015</p> <p>Economic Development & Tourism</p>	<p>Action Status</p> <p>Completed</p>

Status : Upper Hunter Workforce Plan has been completed. A meeting was held with the Singleton Business Chamber and the Upper Mining Dialogue to discuss an Economic Diversification Project for 2015/2016. A coordinator was appointed to assist in delivering on the priorities from the Upper Hunter Workforce Plan, and this was the first priority in the action plan. The coordinator is working to drive training and study opportunities for young people across Singleton, Muswellbrook and Upper Hunter working closely with TAFE, the Department of Premier and Cabinet and other government agencies.

Strategy: Lead, govern and regulate transparently, equitably and ethically

4 Yr Program Outcome: Workplace practices are efficient, compliant and effective

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.5.1.1 Review and implement policies and procedures to improve workplace performance	4.5.1.1.2 Internal Audit findings are monitored and implemented in agreed timeframes; 4.5.1.1.1 25% of all current policies reviewed and adopted by Council's Executive Leadership Team;	June 2015 Corporate Services	Operating	Completed	
Status : During the 2014/15 year eight Corporate Policies and associated procedures were reviewed, adopted and implemented to ensure compliance with legislation.					
4.5.1.10 Develop and implement workforce planning toolkit	4.5.1.10.1 Workforce planning toolkit developed and implemented;	October 2014 Human Resources & Work Health Safety	Operating	In Progress	
Status : Benchmarking of workforce planning toolkit to assist Managers was completed during 2014/2015. The development and implementation of a workforce planning toolkit has been deferred to 2015/2016.					
4.5.1.11 Review and implement job evaluation process	4.5.1.11.1 Job evaluations conducted for all identified positions in accordance with Council policy;	June 2015 Human Resources & Work Health Safety	Operating	Completed	
Status : Job Evaluation Guideline has been developed in consultation with the Staff Consultative Committee and a total of forty three (43) job evaluations have been undertaken in accordance with the job evaluation process during 2014/2015.					
4.5.1.12 Celebrate staff achievements through a range of activities and strategies	4.5.1.12.1 Annual staff recognition awards process; 4.5.1.12.2 Staff Service Awards implemented in accordance with Council's policy;	December 2014 Human Resources & Work Health Safety	Operating	Completed	
Status : Staff achievements were celebrated through a range of activities during 2014/2015 including the presentation of Annual Staff Achievement Awards and Length of Service Awards during December 2014 and distribution of letters acknowledging length of service anniversary. Recognition of staff contribution and achievement was also celebrated during staff morning tea events hosted by the General Manager throughout the year.					
4.5.1.13 Systematically monitor workforce profile, demographics and trends	4.5.1.13.2 Council's Annual Report requirements completed within agreed timeframe; 4.5.1.13.1 Report workforce demographic data and trends annually to Council's Executive Leadership Team;	June 2015 Human Resources & Work Health Safety	Operating	Completed	
Status : Workforce profile data, demographics and trends have been systematically monitored and relevant reports submitted to the Executive Leadership Team (ELT) throughout 2014/2015. A series of workforce demographic data reports are generated in Authority (Human Resources Information System) annually. The Annual Report statutory requirements for Human Resources and Work, Health and Safety were completed within agreed timeframes. Monitoring and benchmarking of workforce data was also undertaken through the completion of the annual HR Metrics survey (Local Government NSW) and the PricewaterhouseCoopers Local Government Operational Effectiveness Survey.					

4.5.1.14 Participate in Local Government HR metrics/benchmarking surveys annually	4.5.1.14.1 Relevant surveys completed within agreed timeframes;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : Singleton Council participated in two (2) HR metrics/benchmarking surveys conducted by Local Government NSW (LG NSW) during 2014/2015. Two (2) additional surveys were also completed including the PricewaterhouseCoopers (PwC) Operational and Management Effectiveness Survey and the NSW Local Government Mastertek Remuneration Survey.					
4.5.1.15 Improve Human Resources systems	<p>4.5.1.15.1 Relevant Authority HR modules implemented;</p> <p>4.5.1.15.2 Standard operating procedures developed and reviewed annually for all HR processes;</p>	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : There have been significant improvements to Human Resources (HR) systems during 2014/2015 including implementation of HR modules within the Authority system, improved reporting capability and process efficiencies. Twenty (20) HR Standard Operating Procedures were developed during 2014/2015. The development of a Group HR and WHS Metrics tracking spreadsheet captures workforce data to assist with reporting requirements. A review of the HR section of the intranet has ensured current, up-to-date and accessible HR information for managers and employees. There have been improvements to WHS and injury management reporting with data capture in the WHS module of the Authority system since July 2014. Implementation of the Statecover Member Analytics Reporting Tool (SMART) in April 2015 has also resulted in improved reporting capability. Implementation of the Training and Skills modules within Authority also occurred during 2014/2015. Validation of HR data was completed by conducting desktop audits of Authority HR module reporting functions and cross referencing reports with payroll data to ensure accuracy and data integrity.					
4.5.1.2 Review and improve induction process to deliver coordinated approach that ensures new starters are welcomed and provided proper assistance	<p>4.5.1.2.2 Online corporate induction program is developed, reviewed and implemented to all new starters</p> <p>4.5.1.2.3 Corporate induction workshop is reviewed;</p> <p>4.5.1.2.4 Newly appointed people managers induction program developed and implemented</p> <p>4.5.1.2.1 All new starters provided induction within four weeks of commencement;</p>	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : The existing corporate induction process was reviewed during 2014/2015 resulting in the development of a process flowchart and online new starter induction courses delivered through Learning Seat. Improvements have also been made to the probation process to ensure that new starters are welcomed and provided with assistance. The annual corporate induction bus tour of Council facilities was held in October 2014 and a total of five (5) corporate inductions have been held during 2014/2015					
4.5.1.3 Develop and review labour hire processes	<p>4.5.1.3.3 Contract and service provisions arrangements with labour hire service providers reviewed;</p> <p>4.5.1.3.2 Regional procurement labour hire process adopted;</p> <p>4.5.1.3.1 Centralised labour hire process is developed;</p>	September 2014	Human Resources & Work Health Safety	Operating	Completed
Status : A review of the labour hire process was completed including participation in the Regional Procurement tender for the provision of labour and related recruitment services. The contract for labour hire and recruitment service provision commenced October 2014 and has resulted in reduction in labour hire service charge rates by, on average, 13% and ensured continued procurement compliance.					

4.5.1.4 Review and improve probation processes	4.5.1.4.1 Probation process review completed; 4.5.1.4.2 Probation review process implemented for all new starters;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : The probation process was reviewed during 2014/2015 resulting in improvements to the procedure and associated forms and the development of a process flowchart of the probation period. A probation review tracking spreadsheet was also established and process improvements were also made to the email notifications to relevant managers for new starters. An email communication has been introduced for distribution to new starters during the probation process focusing on safety in the workplace.					
4.5.1.5 Develop and implement succession planning for critical/key positions	4.5.1.5.2 Succession planning models investigated and proposed recommendations submitted to Council's Executive Leadership Team; 4.5.1.5.1 Succession plans developed for identified positions;	January 2015	Human Resources & Work Health Safety	Operating	Deferred
Status : Benchmarking of succession planning models and the development of a draft succession planning toolkit was completed during 2014/2015. Implementation of succession plans for critical/key positions is scheduled for completion during 2015/2016.					
4.5.1.6 Develop, implement and promote flexible work arrangements	4.5.1.6.1 Flexible working arrangements are published on the Human Resources section of the intranet; 4.5.1.6.2 Report number of staff utilising flexible working arrangements annually to Council's Executive Leadership Team;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : The Flexible Working Arrangements Policy and Flexible Working Hours Procedure was implemented and promoted throughout 2014/2015 with a total of eight (8) employees utilising flexible working arrangements including variation in ordinary hours (2), condensed hours (3), changes to work patterns (2), and working from home arrangements (1). A report on the status and implementation of flexible working arrangements across Council was submitted to the Executive Leadership Team (ELT) on 3 February 2015.					
4.5.1.7 Develop and implement Mentoring Program	4.5.1.7.1 Effective Mentoring Programs investigated and proposed recommendations submitted to Council's Executive Leadership Team;	May 2015	Human Resources & Work Health Safety	Operating	In Progress
Status : The people leaders workshop held during September 2014 focused on effective coaching in the workplace and two (2) staff members contributed to the community based program, Max Potential as coaches during 2014/2015. Initial enquiries were also undertaken in relation to effective mentoring and coaching programs including the Springboard Womens Development Program, Navigator Mens Development Program and Fresh Steps Program for Mature Age Workers. Investigating effective mentoring programs and submitting recommendations to the Executive Leadership Team (ELT) was not completed and has been deferred for completion during 2015/2016.					
4.5.1.8 Assess employee engagement in the workplace	4.5.1.8.4 Action plan developed to address issues identified; 4.5.1.8.1 Employee engagement survey completed annually; 4.5.1.8.3 Survey results are reported to Council's Executive Leadership Team; 4.5.1.8.2 Improved survey results	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : The 2014 staff engagement survey was completed and several workshops were held during 2014/2015 in relation to feedback from the survey and an action plan was also developed and implemented by the Leadership Group. A provider to assess the workplace culture has been engaged and the 2015 workplace cultural assessment is scheduled to occur during July/August 2015.					

4.5.1.9 Gather and report exit data	4.5.1.9.1 Exit data is analysed and findings reported on annually to Council's Executive Leadership Team; 4.5.1.9.2 All exiting staff are invited to complete exit survey;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : The introduction of an online exit survey and the development of a procedure and workflow for managing employee exit process has resulted in an efficient workplace process and improved reporting capabilities in relation to termination data. The 2014 annual report on exit data and trends was submitted to the Executive Leadership Team (ELT) during February 2015.					

4 Yr Program Outcome: Staff understand and act in accordance with their responsibilities and accountabilities

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.5.2.1 Review and update position descriptions to better reflect key responsibilities and competencies	4.5.2.1.1 Position descriptions are reviewed for all vacancies;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : Approximately 30% of position descriptions have been reviewed and updated during 2014/2015 including all position descriptions within the Water and Waste program area. The position description template was revised and updated and a recruitment checklist has been developed to ensure that all position descriptions are reviewed during the recruitment process for vacant positions prior to the role being advertised.					
4.5.2.2 Develop and improve performance management system	4.5.2.2.1 Online CAMMS Performance Evaluation System is implemented; 4.5.2.2.2 Annual performance management process implemented within agreed timeframes;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : Key performance indicators (KPIs) were introduced into the annual performance review process and all the templates were reviewed during 2014/2015. A total of 186 performance reviews were conducted as part of the annual performance review process during 2014/2015. An online performance evaluation system (PES), linked to Council's Interplan reporting tool, is scheduled to be developed during 2015/2016.					
4.5.2.3 Development of leadership and management capability	4.5.2.3.1 People Managers training program developed and implemented;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : Leadership and management capability has been developed during 2014/2015 through a number of programs including a people leaders workshop held during September 2014 and the delivery of the High Performance Leading Culture maintenance program. A Supervisor Series program has also been developed including in-house, online and external short courses and is scheduled to be delivered during 2015/2016.					

4.5.2.4 Develop, improve and promote learning and development programs	<p>4.5.2.4.1 Employee Engagement Survey achieves improved results on the previous survey in the Learning and Development survey area;</p> <p>4.5.2.4.5 Skills audit and training needs analysis completed;</p> <p>4.5.2.4.4 Training plans developed and implemented for all staff annually;</p> <p>4.5.2.4.2 Corporate Training Calendar is developed and implemented annually;</p> <p>4.5.2.4.6 Staff skills review conducted annually;</p> <p>4.5.2.4.3 Training and development policies and procedures are reviewed;</p>	June 2015	Human Resources & Work Health Safety	Operating
	<p>Status : Learning and development programs have been developed and improved throughout 2014/2015 including the review of existing policies and procedures and the delivery of the 2014/2015 Corporate Training Calendar. Golden Rules for Learning and Development was also developed and the Training Plan template has been revised (as part of the annual performance review process). A Qualification (Licences & Tickets) Register was developed during 2014/2015 in TRIM records management system. The training module in Authority (Human Resources Information System) has been implemented to improve the capture of departmental training course information. Training budget reports have also been distributed to the Leadership Group every month tracking expenditure on learning and development.</p>			
4.5.2.5 Develop and implement systematic knowledge management approach to retain key corporate knowledge	<p>4.5.2.5.1 Knowledge Management Strategy is developed and adopted by Council's Executive Leadership Team;</p> <p>4.5.2.5.2 Knowledge management strategy implemented;</p>	June 2015	Human Resources & Work Health Safety	Operating
	<p>Status : Development of a knowledge management approach was deferred by the Leadership Group to enable completion of the Service Area Self-Assessments and the Fit For the Future Submission during 2014/2015. A systematic approach to retain key corporate knowledge will be developed during 2015/2016.</p>			
4.5.2.6 Relevant Committees provide valuable feedback and input to Council to improve our workplace	<p>4.5.2.6.4 Committee members understand their roles and responsibilities;</p> <p>4.5.2.6.1 Staff Consultative Committee Terms of Reference reviewed;</p> <p>4.5.2.6.3 Committee members are trained;</p> <p>4.5.2.6.2 Work Health & Safety Committee Terms of Reference reviewed;</p>	June 2015	Human Resources & Work Health Safety	Operating
	<p>Status : The Staff Consultative Committee (SCC) has provided valuable feedback and input to Council including policy review and implementation of the Local Government (State) Award 2014. The SCC held five (5) meetings throughout 2014/2015, reviewed the SCC Terms of Reference and held elections of all SCC employee, union and management representatives. SCC training was also completed during March 2015.</p> <p>The Work, Health & Safety (WHS) Committee held five (5) meetings during 2014/2015 and provided valuable input and feedback in relation to completion of work site inspections, promoting the 'Save Your Back' program, and review of policies, procedures and safe work method statements. The WHS Committee reviewed the WHS Committee Terms of Reference and newly elected members of the WHS Committee attended the Health and Safety Representatives training course during February 2015.</p>			

4 Yr Program Outcome: Good governance practices protect public interests

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.5.3.1 Conduct a review of Building certification services to offer consumer protection and quality development	4.5.3.1.1 Review completed and action plan prepared for implementation;	December 2014	Development & Regulatory Services	Operating	In Progress
Status : Process improvements continue to be identified and introduced into the unit.					

4 Yr Program Outcome: Risk is better understood and managed across Council

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.5.4.1 Implement Enterprise Risk Management Framework and Operational Risk Registers across Council	4.5.4.1.1 Risk management incorporated into relevant position descriptions;	December 2014	Corporate Services	Operating	Completed
Status : The Enterprise Risk Management (ERM) Policy and Plan were adopted by Council in 2013. Actions were delegated to relative line managers and as the risk register is updated staff are prompted monthly to review and update their actions. Agreed control progress is tabled and reviewed at Executive Leadership Team meetings.					
4.5.4.2 Review and promote Employee Assistance Program					
	4.5.4.2.1 Employee Assistance Program reports produced and submitted to Council's Executive Leadership Team to monitor participation rates and identify trends;	June 2015	Human Resources & Work Health Safety	Operating	Completed
	4.5.4.2.2 Servicing arrangements with Employee Assistance Program provider reviewed annually;				
Status : The Employee Assistance Program (EAP) was reviewed during 2014/2015 including completion of an expression of interest process for the provision of EAP services. This resulted in a 33% saving and increased service provision. Promotion of EAP services across Council during 2014/2015 included awareness sessions, HR referrals, EAP display at Staff Health and Wellbeing Expo, poster distribution, email and staff newsletter communications. Quarterly EAP Utilisation Reports were also submitted to the Executive Leadership Team (ELT) during 2014/2015.					
4.5.4.3 Develop, implement and review Work Health & Safety (WHS) Plan	4.5.4.3.3 Increase in number of risk assessments completed; 4.5.4.3.1 Work Health & Safety Plan implemented; 4.5.4.3.4 Improved hazard identification; 4.5.4.3.2 Reduction in number of incidents and claims related to workers compensation;	June 2015	Human Resources & Work Health Safety	Operating	Deferred
Status : Implementation of the Water and Waste Program Area restructure has resulted in a delay in the finalisation of the Work Health & Safety (WHS) Plan. Development and implementation of the WHS Plan will be completed during 2015/2016.					

4.5.4.4 Develop a systematic approach to the monitoring and review of Safe Work Method Statements (SWMS)	4.5.4.1 All current Safe Work Method Statements are accessible on the Human Resources section of the intranet;	August 2014	Human Resources & Work Health Safety	Operating	Completed
Status : A significant review of over 600 safe work method statements (SWMS) was completed during 2014/2015 resulting in the consolidation of approximately 60 corporate and program area SWMS across Council. A SWMS index has also been developed and all SWMS are available on the intranet.					
4.5.4.5 Develop Health and Wellbeing Program	4.5.4.5.1 Health and Wellbeing programs undertaken quarterly;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : An annual health and wellbeing program was implemented during 2014/2015 including health monitoring checks, flu vaccinations, random drug and alcohol testing and a Staff Health and Wellbeing Expo held during October 2014. To support a new provision in the Local Government (State) Award 2014, Singleton Council was one of the first Council's to introduce a Health and Wellbeing Procedure during 2014/2015. A Work Health Safety (WHS) Annual Calendar of Events and safety alerts were also developed and made available on the intranet.					
Singleton Council was successful in obtaining a 2014 StateCover grant to deliver the 'Save Your Back' program aimed at reducing the occurrence of musculoskeletal injuries in the workplace. The 'Save Your Back' program was implemented from March to June 2015 and included workshops and functional movement screens.					
Singleton Council is currently participating in the Regional Procurement Health Management Services tender which is proposed to commence in October 2015.					
4 Yr Program Outcome: Council procedures are compliant with all legislative and corporate requirements					
Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.5.5.1 Identify and prioritise Council Governance procedures for improvement.	4.5.5.1.1 All recommendations from the Promoting Better Practice Review are addressed within the agreed timeframes contained within the report from the Office of Local Government.	June 2015	Governance & Legal	Operating	Completed
Status : Council Meeting frequency was reviewed and guidelines updated accordingly; Standard Operating Procedures for Procurement and Tendering were developed for review by relevant staff; The Obtaining Legal Advice Procedure was reviewed and adopted by ELT; The Gifts and Benefits Procedure was approved by ELT; the Public Interest Disclosures (PID) Internal Reporting Procedure was endorsed by ELT and the Acquisition of Land Procedure was endorsed by ELT.					
4.5.5.2 Code of Conduct and Code of Meeting Practice reviewed and updated to reflect legislative changes as required	4.5.5.2.1 Documents are adopted by Council;	June 2015	Governance & Legal	Operating	Completed
Status : Code of Meeting Practice reviewed and endorsed by Council on 15 September 2014. Code of Conduct reviewed and endorsed by Council on 17/11/2014.					
4.5.5.3 Council Policy on Payment of Expenses and Provision of Facilities for Mayor and Councillors is reviewed annually	4.5.5.3.1 Policy adopted by Council prior to 30 November 2014	November 2014	Governance & Legal	Operating	Completed
Status : Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy reviewed and endorsed by Council on 15 September 2014.					

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.5.5.4 Review, promote and implement HR policies and procedures to ensure legislative compliance	4.5.5.4.1 All Human Resources policies and procedures reviewed biennially in accordance with the review cycle; 4.5.5.4.3 Internal audit findings actioned; 4.5.5.4.2 All current policies are accessible on the Human Resources section of the intranet;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : Twenty six (26) policies and procedures have been reviewed and/or developed during 2014/2015. All HR policies and procedures are now scheduled in TRIM records management system to be reviewed biennially in accordance with the review cycle. Status report of policy and procedures review has been developed. There is an established system in place for the review of HR policies and procedures.					
4.5.5 Develop and implement an integrated Equal Employment Opportunity & Diversity Plan	4.5.5.1 Equal Employment Opportunity & Diversity Plan is implemented;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : Singleton Council's Equal Employment Opportunity (EEO) Plan 2014-2017 was developed during 2014/2015. Implementation of the EEO Plan will continue during 2015/2016.					
4.5.5.6 Review, promote and implement Work Health & Safety policies and procedures to ensure legislative compliance	4.5.5.6.1 Work Health & Safety policies and procedures reviewed biennially in accordance with the review cycle; 4.5.5.6.2 All current Work Health & Safety policies are accessible on the Human Resources section of the intranet; 4.5.5.6.3 Internal audit findings actioned;	June 2015	Human Resources & Work Health Safety	Operating	Completed
Status : A review of the existing WHS management system resulted in the development of a new structure being defined and established in TRIM records management system. The WHS Policy Statement was reviewed and a new Injury Management Policy Statement was also developed. WHS policies and procedures are now scheduled in TRIM to be reviewed biennially in accordance with the review cycle. A new safety brand 'Single Out Safety (SOS)' & WHS Golden Rules were developed during 2014/2015. A number of policy review groups were established during 2014/2015 and tasked with the review of various WHS policies and procedures. Progress updates on policy review is discussed in the WHS Committee.					
4 Yr Program Outcome: Elected representatives are effective in their roles					
4.5.6.1 Implement Councillor ongoing training and development plans	4.5.6.1.1 Identified training and development for Councillors completed;	June 2015	Governance & Legal	Operating	Completed
Status : Review of Councillor training and professional development with Councillor self-assessments was carried out. No specific training needs were identified for Councillors. Regular Councillor Workshops and Briefings were held throughout the year.					

Strategy: Respond to the changing needs of our community

4 Yr Program Outcome: Implement Council's Resourcing Strategy. Council services delivered are efficient, effective and relevant

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.6.1.1 Review Workforce Plan, Asset Management Plan and Long Term Financial Plan	4.6.1.1.1 Reviews completed and relevant service delivery improvement opportunities reported to the Executive Leadership Team	June 2015	Corporate Services	Operating	Completed
Status : The Workforce Plan, Asset Management Plan and Long Term Financial Plans were reviewed. Benchmarking was carried out on the Transport Asset Management Plan useful lives and residual values.					
4.6.1.2 Conduct Service Area Reviews to improve efficiency, effectiveness and customer service delivery	4.6.1.2.1 Service Area Reviews are undertaken for a minimum of three areas;	December 2014	Planning & Environment	Operating	Deferred

Status : A methodology for undertaking Service Area Reviews was completed but no full service reviews were completed. The process was started through the completion of Fit for the Future business unit self-assessments. In June Council adopted a State government's required Fit for the Future Improvement Action Plan developed to ensure the long term sustainability of Council. The plan outlines how Council will continue to deliver efficient and relevant services to its community.

4 Yr Program Outcome: Business Leaders and Council better understand the needs of the community

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.6.2.1 Engage the business community in matters of significance to Singleton	4.6.2.1.1 Deliver three Business Leaders Lunches Feature guest speakers which are topical and relevant to Singleton and its future;	June 2015	Economic Development & Tourism	Operating	Completed
Status : A Business Leaders Lunch was delivered on 16 October. A review cost/benefit of the Business Leaders Lunch was undertaken and a new partnership formed to deliver these events with the Singleton Business Chamber. The BOOST series will be a joint event for local businesses promoted by Council and the business chamber and the first of these was held in April. The next event is scheduled in September 2015. As a result of the Singleton Town Centre Revitalisation, the Retail Collective was established to contribute to activities and events to drive retail in the town centre during construction. The collective had input into the Easter promotion and the Halfway in May sale and will meet early in 2015/16 to deliver the official opening event.					

4 Yr Program Outcome: Council is up to date on demographic data and legislative change

Actions	Performance Indicator (Output/measure)	Action Time Frame	Responsibility	Funding	Action Status
4.6.3.1 Council has an increased awareness and understanding of current demographic statistics, legislative change, latest research outcomes and best practice in social planning Status : Reports on Accessible Communities provided and undertaken analysis on demographic change for Business Units and local business. Advice from the Aboriginal Advisory Committee saw Council write to the Heritage Council of NSW to recommend Biami/Baiame Cave be placed on the State Heritage Register. Council Staff have met with the staff from the Cabinet Office and Be Accessible Institute to advise Council in preparation for the Disability Inclusion Bill. Council Staff have attended forums in relation to changes to Risk of Significant Harm legislation. Relevant sections of Council have been informed of the upcoming changes.	4.6.3.1.1 Increased knowledge and awareness of relevant legislative changes. Relevant changes reported to Council	June 2015	Community & Cultural Services	Operating	Completed

WASTE
PLAYGROUNDS
LIBRARY
PARKS
SPORTS FIELDS
YOUTH VENUE
CHILDCARE
AFTER HOURS CARE
WATER
SEWERAGE
COMPANION ANIMALS
TOURISM
ECONOMIC DEVELOPMENT
PLACE MAKING
COMMUNITY DEVELOPMENT
EVENTS
SALEYARDS
ROADS
GYM & SWIM
REGULATORY SERVICES
CIVIC CENTRE
RECYCLING
CYCLEWAYS & FOOTPATHS
FOOD SAFETY
POOL INSPECTIONS
FIRE SAFETY
CEMETERIES
PLANNING & BUILDING
ENVIRONMENT



**statutory
REPORTS**



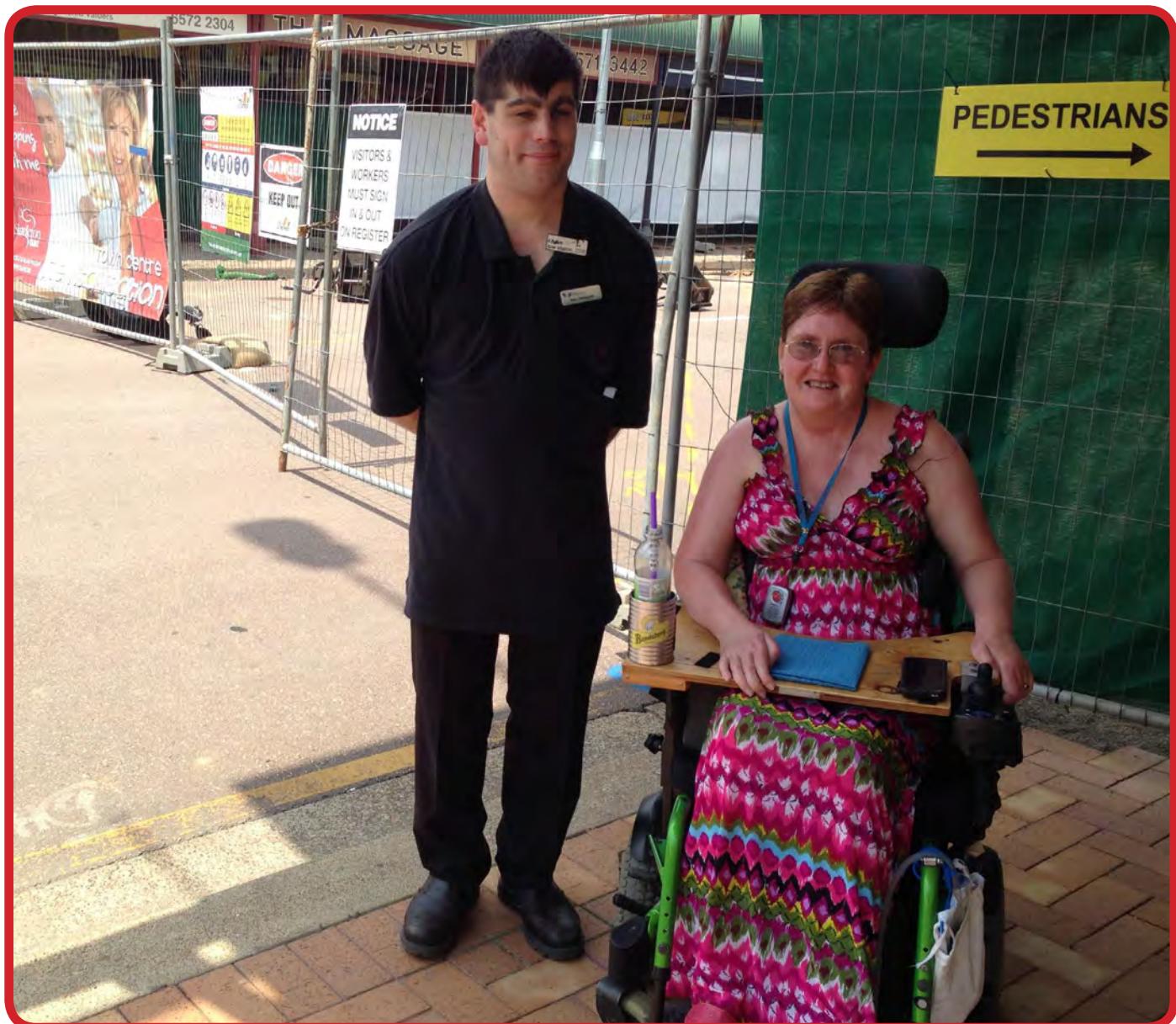
access & equity

In 2014/15, Council's major capital works projects in the town centre and Gym & Swim incorporated design principles in accordance with the Disability Discrimination Act, and more kerb ramps were installed on footpaths.

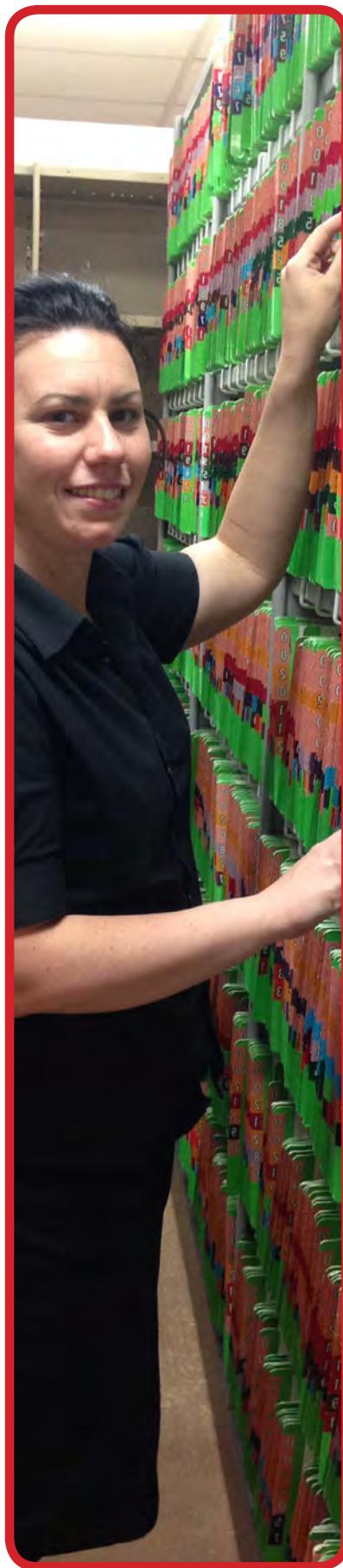
A shared pathway was installed at Alroy Oval, along with angled parking to help create two disabled parking spots, which have been marked and sign posted. Significant work was completed on the Singleton Senior Citizens Centre, including making the front entrance and the toilets fully accessible.

The Multicultural Action Plan was adopted by Council in September 2014, with actions including establishing English conversation groups at Singleton Library, running a fun-filled and well-attended Harmony Day event, and a series of free belly dance and Indian dance workshops proving to be successful.

The Lifestyle Plan for Older People was adopted in April 2015, with resulting actions including: preparing a submission to the Department of Planning on Independent Retirement Living; setting up links between U3A and Youth Action Team; including infrastructure needs of older people in village plans; developing a business plan for the Singleton Senior Citizens Centre, and developing a healthy ageing reference guide.



access to information



The Government Information (Public Access) Act 2009 (GIPA Act) became operational on 1 July 2010 and introduced a new “right to information” approach for access to government information.

Council is required to prepare an annual report in accordance with the requirements of section 125 of the GIPA Act and clause 7 of the Government Information (Public Access) Regulation (GIPA Regulation). In the annual report we are required to include statistical information on formal access applications in the form required by Schedule 2 of the GIPA Regulation.

Review of proactive release program Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Our agency's program for the proactive release of information involves:

Maintaining and promoting to staff a practice of openness and accountability of corporate information and decision making which is evident in Council's Values and Behaviours. The program is achieved by making information relating to Council's business activities publicly available on our website, by enquiry at our Customer Service Centre or through a written request, under the informal request provisions of the GIPA Act. Council prefers written requests for access to information that cannot be sourced from our website, as it allows the information sought to be clearly identified and reduces delays experienced due to misinterpretation of verbal requests.

During the reporting period, we reviewed this program by:

- Reviewing informal requests and formal access applications to determine the main types of information requested and if any of that information can be released proactively within our current resource capabilities (technological and human),
- Regularly review Council website content for currency of information, information gaps and areas for improvement or consideration,
- Surveying customer service staff about the information most frequently asked for at the counter and over the phone,
- Annually review Council's Access to Information Procedures, Agency Information Guide and Staff Guideline to ensure they are effective, and
- Requesting the manager of each service area to review the types of information it produces and whether it would be in the public interest to make it available under proactive release.

access to information

As a result of this review, we released the following information proactively:

- Providing better access to Development Application information during the public notification period. With the continued implementation of online DA tracking, plans and associated documents are available on our website, in part removing all personal information until determination. For copyright reasons all plans and associated documents affected by copyright are removed on determination, however, inspection access is still available at our Customer Service Centre.
- Reporting to the community public exhibition notices of proposed activities, policies, strategies and plans, and major developments through prominent display on our website, inviting community feedback during the decision making process,
- Information regarding the development and progress of many council projects, strategies, plans and initiatives, such as the Lake St Clair Master Plan, Singleton Economic Development Strategy, Singleton Housing and Accommodation Strategy, Placemaking Strategy and Fit for the Future
- Advertising Council managed and community activities and events through a monthly Calendar of Events on our website , the publication of a Mayoral column and the publication of a quarterly Your Council Newsletter
- Distributing 220 media releases on Council decisions, projects, services, events and matters of community interest, in print, radio and social media
- Providing information and hosting a range of community events that promote Council, what we do and enhance community engagement, such as the Waterwise Compost Gardens Program, 2015 Mayoral Scholarship Program, 2015 Australia Day Awards, Singleton Community Garden, Presents in the Park, Clean Up Australia Day and National Tree Day
- Information regarding government grants received for significant council projects, including the Singleton Town Centre Revitalisation, Gym and Swim Extension and Upgrade, Singleton Regional Livestock Markets Upgrade, Ryan Avenue Upgrade , RFS Control Centre at Bulga, Dunolly Road Upgrade and the Hermitage-Broke Road Upgrade
- Council's historical meeting minutes are in the process of being made available electronically through the Singleton Library catalogue.

Additionally the following actions resulted from the review process;

- Council's Agency Information Guide is outdated and needs review. This is scheduled for review in the 2015/16 financial year.
- The program for proactive release has been formalised, to ensure all sections of Council pro-actively release appropriate information. The implementation of this will be undertaken in conjunction with the Agency Information Guide review in 2015/16.
- The completion of the project to provide Council's historical meeting minutes electronically through Singleton Library's catalogue.

Number of access applications received Clause 7(b)

During the reporting period, our agency received a total of eight formal access applications (including withdrawn applications but not invalid applications). One application was incomplete as at 30 June 2015.

Number of refused applications for Schedule 1 information Clause 7(c)

During the reporting period, our agency refused zero access applications either wholly or in part because the information requested was information referred to in Schedule 1 to the GIPA Act.

access to information

Table A: Number of applications by type of applicant 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
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	0	0	0	0	0	0	0
Members of the public (other)	2	3	0	0	0	0	0	1

*More than one decision can be made in respect of a particular access application. If so, a 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
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	3	3	0	0	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* 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 (the applicant being an individual).

The total number of decisions in Table B should be the same as Table A.

access to information

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in schedule 1 of the Act

	No. of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	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 section 14 of the Act

	No. of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	3
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	No. of applications
Decided within the statutory timeframe (20 days plus any extensions)	6
Decided after 35 days (by agreement with the applicant)	0
Not decided within timeframe (deemed refusal)	0
Total	6

access to information

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendations under section 93 of the Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	No. of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

companion animals



Our rangers are responsible for enforcing companion animal laws and educating the community about responsible pet ownership. In 2014/15, we spent \$71,403.19 on companion animal activities, and received \$47,729.00 in companion animal fund money.

Seizure and impounding

During 2014/15, we collected 239 roaming animals. Of these:

- 137 dogs were reclaimed
- 8 adopted directly from pound
- 78 dogs were rehomed to rescue
- 13 dogs were euthanased.

Dog attacks

In 2014/15, we responded to reports of 24 alleged dog attacks.

- 3 incidents were closed due to insufficient evidence or dog identification and no action was taken
- 13 warnings were issued to owners
- 7 penalty infringement notices were issued
- 4 dogs were declared “dangerous”
- 2 dogs were declared “menacing”
- 3 dogs were seized and taken to pound
- 3 were seized and returned to owner
- 4 dogs involved in attacks were euthanased
- 2 incidents were listed as “other”
- 6 incidents were still being investigated

Responsible pet ownership education

Our Rangers have been patrolling the local parks and walkways to ensure all pet owners are walking their dogs on-lead safely. This helps to protect and ensure the areas are enjoyed by all users of the parks and walkways. Our rangers have also been handing out treat bags to those community members that are seen doing the correct thing.

Each owner who reclaims their animal is sent a follow up letter advising of their responsibilities of pet ownership and the consequences of allowing animals to roam. The letters incorporate suggestions for owners about how to keep their animals safe, secure and entertained throughout the day. Attached to this letter is an information sheet highlighting cheap desexing programs and the veterinary clinics available in the Singleton local government area.

We ran a free microchipping day as part of Local Government Week in 2014 to encourage responsible pet ownership and to promote ease of reclaim when animals go missing. This day was also used to promote the registration of all microchipped animals.

With help from our media and communications team this year, the Rangers have used Facebook to help promote missing animals and re-unite them with their owners. Facebook has also been used to promote responsible pet ownership and desexing programs being run within the LGA.

companion animals



Promoting the desexing of dogs and cats

Animals adopted from Singleton Pound are organised to be desexed and vaccinated with a veterinary clinic in town prior to adoption from Council. "Meet and greets" are compulsory before choosing to adopt. It's the right adoption not the quick adoption.

Animals reclaimed from Council can be organised to be desexed using VetPay through a vet clinic in Singleton prior to being released from Council. This helps reduce the registration fee, especially if there are multiple animals involved. Desexing animals before leaving the pound has increased in some of the lower socio-economic areas in Singleton.

Our Rangers have been working closely with the two local vet clinics in a push to get seized animals desexed to help reduce the registration fees and the likelihood of the dogs escaping in the future. The promotion of desexing also helps to reduce the spread of diseases within the pet-friendly community.

Alternatives for euthanasia for unclaimed animals

Our Rangers have been working very hard to improve the already well-established relationship with local rescue organisations. This year our Rangers have contacted more rescue groups than ever before, this helps to get even more animals out of our pound and into care. Council builds and fosters relationships with rescue organisations which hold a 16(d) exemption from the Office of Local Government, reducing the number of animals euthanased and staying at the pound for extended periods of time.

Our Rangers still continue to use internal adoption advertising and making use of the "wanted" register and "finders" interests.

Off-leash area

Council provides an off-leash area at Merricks Fire Brigade Park, off Darlington Rd.

In June 2015, we installed a fence around the park with a double gate design to ensure extra protection for wayward dogs. There is also a small "time-out" section fenced off from the main park for dogs that need to be separated for a short time.

There are no time restrictions on play and the park is open at all hours. Rules apply for park users and dog poo bags and bins are provided.

Singleton's first Active Doggie Day was held at the off-leash park in August 2015 as part

contracts over \$150k

Contractor name	Nature of goods or services	Contract price or service estimate* including GST
Abergeldie Watertech Pty Ltd	Sewer Relining	\$675,150.60
Accurate Asphalt & Road Repairs Pty Ltd, Bitupave Limited t/a Boral Asphalt and Fenworx Pty Ltd	Panel of providers for the supply, delivery and installation of Mill and Re-sheet for the period of 1 July 2015 to 30 June 2018	Schedule of rates
Accurate Asphalt & Road Repairs Pty Ltd, Bitupave Limited t/a Boral Asphalt and Fenworx Pty Ltd	Panel of providers for the supply, delivery and installation of Heavy Patching for the period 1 July 2015 to 30 June 2018	Schedule of rates
Accurate Asphalt & Road Repairs Pty Ltd, Fenworx Pty Ltd and Fulton Hogan Industries Pty Ltd	Panel for supply, delivery of Asphaltic Concrete for the period 1 July 2015 to 30 June 2018	Schedule of rates
AGL	Supply of electricity to street lighting for the period 1 January 2016 to 1 January 2018	Schedule of rates
AGL	Supply of electricity to small non contestable sites for the period 1 April 2015 to 1 April 2017	Schedule of rates
Boral Asphalt, Fulton Hogan Industries Pty Ltd and SRS Roads Pty Ltd	Panel for supply, delivery and installation of Bitumen Spray Seal for the period 15 October 2015 to 30 June 2018	Schedule of rates
Combined Traffic Management Pty Ltd, Complete Linemarking Services Pty Ltd and Workforce Road Services	Panel for Line Marking Services for the period 1 October 2014 to 30 September 2016	Schedule of rates
D & P Fencing Contractors, Guardrail Systems Pty Ltd and Irwin Fencing Pty Ltd	Panel for supply and installation of road safety barrier systems for the period 1 April 2015 to 31 March 2017	Schedule of rates
Diona Civil Engineering Contractors Pty Ltd	Construction and Associated Works for the Town Centre Revitalisation	\$9,095,298.49
Downer EDI Works, Trading as Supersealing and SRS Roads Pty Ltd	Panel of providers for the supply, delivery and installation of Crack Sealing for the period 1 July 2015 to 30 June 2018	Schedule of rates
Energy Australia	Supply of electricity to contestable sites - Street Lights for the period 1 January 2016 to 1 January 2018	Schedule of rates
Fleetwood Urban Pty Ltd	Fabrication, Supply and Delivery of Custom Seating for Town Centre Revitalisation	\$147,070.00
Fulton Hogan Industries Pty Ltd	Sprayed Bituminous Services 2014 / 2015 - State Reseal	\$164,298.31
Hines Constructions Pty Ltd	Construction and Associated Works for the Gym and Swim Upgrade	\$5,598,643.71
Ingal Civil Products and Roadworx Surfacing Pty Ltd	Panel for supply of road safety barrier systems for the period 1 April 2015 to 31 March 2017	Schedule of rates
JHA Recruitment & Staff @ Work Pty Ltd and Labourpower Recruitment Services	Panel for Recruitment Services for the period 1 October 2014 to 30 September 2016	Fixed fee or Percentage of Salary
JHA Recruitment & Staff @ Work Pty Ltd and People Fusion Pty Ltd	Panel for Recruitment Services for the period 1 October 2014 to 30 September 2016	Fixed fee or Percentage of Salary
KCE Pty Ltd	Construction of Dunolly Road & Bridgman Road South	\$2,136,733.24
Labour Cooperative Ltd and Forsythes Recruitment (Newcastle)	Panel for Labour Hire (Blue Collar) for the period 1 October 2014 to 30 September 2016	Schedule of rates
Labour Cooperative Ltd and Forsythes Recruitment (Newcastle)	Panel for Labour Hire (White Collar) for the period 1 October 2014 to 30 September 2016	Schedule of rates

contracts over \$150k

Contractor name	Nature of goods or services	Contract price or service estimate* including GST
Perram & Toohey Builders Pty Ltd	Alterations and Additions to Singleton's Senior Citizens Centre	\$243,211.06
Shearer Contracting Pty Ltd	Civil Works Associated with the Upgrade to Singleton's Waste Depot	\$359,330.51
Shearer Contracting Pty Ltd	Construction of the extension to Gym & Swim carpark	\$281,097.58
Versalux Pty Ltd	Supply and Delivery of Street Lights for Singleton Town Centre Revitalisation	\$585,205.50
Waeger Constructions Pty Ltd	Design & Construction of Bridge at Long Gully	\$244,200.00
Watchout Training and Traffic Control and Openshore Pty Ltd	Panel for traffic control services for the period 1 October 2014 to 30 September 2016	Schedule of rates

controlling interests

Council held no controlling interest in any companies during 2014/15.

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
Broke Recreation Ground
Singleton Sports Council
Jerrys Plains Recreation Ground

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" events to allow residents to properly dispose of e-waste and other household items.

elected members' expenses

Singleton is classified as a "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 the Payment of Expenses and Provision of Facilities for the Mayor and Councillors.

The objectives of the policy are to comply with the provisions of Section 252 of the Local Government Act, 1993 and provide for the payment of expenses incurred, or to be incurred by, and the provision of facilities to, the Mayor and Councillors in relation to discharging the functions of civic office.

Fees	
Mayoral fee (excluding Councillor fee)	\$23,440.00
Councillors' fees	\$107,400.00
TOTAL	\$130,840.00
During the current reporting year, \$66,401.75 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	\$3,831.92
Provision of smart phones, iPads & telephone calls made by Councillors	\$9,948.85
Attendance of Councillors at conferences & seminars	\$6,764.96
Training of Councillors & 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
TOTAL	\$20,545.73
<i>*Items such as insurance, catering, vehicle costs, travel and legal expenses are not included in the above table costings.</i>	

fair & equal employment



Fostering an inclusive and respectful culture

Diversity is about ensuring all our people are given fair and reasonable opportunity by encouraging an inclusive and respectful culture. A truly diverse workplace will enable Council to better connect with our customers and the community, foster innovation, improve employee engagement and increase our overall service delivery.

At Singleton Council diversity and inclusion means:

- attracting and retaining talented people with a broad range of skills, experiences and capabilities by
- developing an inclusive culture where our people are engaged, feel they belong and their unique contribution is valued
- connecting effectively with our diverse customers and community to understand and respond to their needs
- fostering innovation by leveraging the experience and ideas of our people and embracing different viewpoints.

Council has clear policies and expectations for acceptable standards of workplace behaviour. These behavioural standards are outlined in Council's Code of Conduct. We provide staff training at induction and regularly reinforce our policies, which aim to prevent anti-social behaviour. In addition, Council has an Employee Assistance Program that provides our people with confidential, professional and free counselling assistance.

This year Council continued to develop and deliver a range of diversity programs and initiatives focused on building and leveraging a workforce that reflects the customers and our community.

Highlights

- The Equal Employment Opportunity Management Plan 2014-2017 and Respectful Workplace Policy were developed in consultation with the Staff Consultative Committee and Leadership Group
- The recruitment and selection process was reviewed to ensure compliance with the provisions of the Local Government Act 1993 in the areas of 'merit based selection' and EEO principles.
- 10 staff successfully completed recruitment and merit selection training.
- Distribution of up to date diversity and inclusion posters on all staff noticeboards throughout Council.
- Flexible working arrangements policy and procedures were promoted and accessible to all staff.
- The Employee Value Proposition has highlighted our status as an attractive place to work and in 2014/15 was embedded in our recruitment activities to support the attraction of high-quality staff
- 25 per cent of women in senior management positions.
- 72 per cent of positions recruited during 2014/15 were filled with female applicants and 28 per cent male applicants.

fair & equal employment



Equal Employment Opportunity Plan

Our Equal Employment Opportunity (EEO) Management Plan provides a roadmap for aims to promote diversity, foster an inclusive workplace culture and provide equal employment opportunities (EEO) for all over the next three years.

Our diversity initiatives and strategies are designed to attract, develop and advance the most talented individuals regardless of their race, sexual orientation, religion, age, gender, disability status or any other dimension of diversity.

Council provides a substantial suite of flexibility options. Our Flexible Working Arrangements Policy helps to facilitate flexible work arrangements for our employees and is critical in assisting us to attract, engage and retain the right people at Singleton Council. The Human Resources team assist managers in understanding legal obligations and how they can employ different techniques to think laterally about the opportunities flexibility can bring to their work area.

This year we continued our commitment to offer work-life initiatives such as conversions from full-time to part-time employment, condensed full time hours and change in regular work patterns, parental leave, carer's leave, purchased leave and our transition to retirement. A total of eight employees utilised flexible working arrangements during the year including variation in ordinary hours (2), condensed hours (3), changes to work patterns (2) and working from home arrangements (1).

Conversion from full-time to part-time employment

Employees can request conversion from full-time employment to part-time employment to strike a balance between their work and personal needs for either a fixed period or as a permanent arrangement. Parents returning from parental leave may also request a part-time arrangement up until their child reaches five. This year we had 72.88 per cent (172) full-time permanent employees, 10.17 per cent (24) employees in part-time roles, 11.44 per cent (27) casual employees and 5.51 per cent (13) fixed-term employees.

Parental leave

Council offers parental leave for employees who have had more than 12 months continuous service. This year eight female employees took maternity leave and three male employees took paternity leave.

Carer's leave

Carer's leave is available to employees who need to care for a member of their immediate family or household who is sick or who requires care due to an unexpected emergency. A total of 105 employees accessed carer's leave this year.

Purchased additional annual leave

Council's purchase of additional annual leave arrangement provides a period of leave that is funded by salary deductions spread evenly over a 12-month period and allows an employee to continue to receive pay during the annual leave. All permanent full-time and part-time Singleton Council employees can apply for the purchased leave. Employees may elect to purchase a minimum of two weeks and up to a maximum of four weeks additional annual leave per annum, provided they have no more than eight weeks annual leave accrued.

Transition to retirement

Council's Flexibility Arrangements Policy includes a transition to retirement initiative designed to assist employees who are planning to retire and would like to reduce or change their hours before then. This initiative is aimed at retaining and transferring valued skills and knowledge in staff who may otherwise decide to leave.

fair & equal employment

Championing work experience

Council is actively involved in promoting careers opportunities through the work experience placement program. During 2014/15 Singleton Council has seen an increase in the number of work experience requests and hosted a total of 27 work experience placements.



Tom's story

Thomas (Tom) Laing completed 12 weeks' work experience this year at Singleton Council with the Work Health & Safety (WHS) team. Tom is currently studying Certificate IV Work Health & Safety (WHS) at Singleton TAFE and gained a valuable understanding of the practical application of WHS principals.

During his work experience, one day per week, Tom assisted with policy document review, practical application of codes of practice and WHS research.

Tom was a valuable asset to the team while gaining knowledge to assist with his current study. He became familiar with WHS processes and showed a mature attitude while getting to know staff throughout Council.

'We are grateful to have such a robust work experience program and participants like Tom Laing. His enthusiasm reminds us to think of how far we have come in our own careers and where we all began.'

-Libby Morris, Work Health & Safety Officer

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 2014/15:

General donations	
Jerrys Plains CWA	\$1,000.00
Northern Agricultural Association	\$6,000.00
Singleton Combined Rural Hall Committee	\$8,000.00
Singleton High School	\$100.00
Singleton Historical Society	\$500.00
Singleton Mayoral Scholarship	\$8,901.00
Singleton Mayoral Relief Appeal	\$5,000.00
Singleton Town Band Inc	\$2,000.00
St Catherine's College	\$100.00
Upper Hunter Eisteddfod	\$909.00
Singleton Art Prize	\$7,045.00
Sub-total	\$39,555.00
Reimbursement of rates paid	
Branxton Rodeo Committee Inc	\$1,649.52
Broke School of Arts	\$1,139.66
Bulga Community Centre Inc	\$525.69
Elderslie Community Hall Inc	\$520.00
Glendon Brook Hall Inc	\$435.95
Glendon School of Arts	\$472.33
Hebden Hall	\$477.82
Mitchells Flat Recreation Club	\$478.10
Mt Olive Community Centre Inc	\$381.28
Warkworth Hall	\$459.70
Whittingham Public Halls	\$657.21
Sub-total	\$7,197.26
Total contributions and grants	\$46,752.26

legal proceedings

Matter	Cost incurred in 2014/15	Status
Rate and debt recovery action	\$94,213.20	Total costs associated with debt recovery action are recouped from the relevant debtors. The amount recouped was \$89,555.40
Singleton Council v Kelly & Kelly	\$7,918.50	Court Orders issued on 28 May 2015. Defendants to pay a combined total of \$7,500 in costs.
TOTAL	\$102,131.70	

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 2014/15 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.

A combination of policies have been formulated to account for the differing requirements of each of the services provided. Listed below are the various pricing policies provided by

overseas visits

The General Manager and the Economic Development Manager travelled to China in November 2014 for the purposes of working on the Destination Singleton project.

Total expenses for the trip were \$5,010.87.

partnerships, trusts & joint ventures

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.

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.

planning agreements

Ravensworth Operations

Council entered into a planning agreement with Ravensworth Operations on 9 July 2012. The 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.

In 2014/15, Council completed or commenced several capital works projects listed in the planning agreement schedule.

Project	Amount	Status
Jerrys Plains Tennis Courts	\$96,238	Redevelopment works were completed in July 2014 and included
Upgrade to various rural toilets in villages	\$223,870	New toilets installed at Bulga and Broke recreation grounds. The new toilets are fully compliant with AS 1428.2009.1
Upgrade of access to Singleton Senior Citizens Centre	\$60,000	Construction works were completed in January 2015. Works included reconstruction of the entrance forecourt and toilet facilities to meet AS 1428.2009.1 access requirements.
Townhead Park Master Plan/Gym & Swim Master Plan	\$224,412	The Gym & Swim carpark extension was completed in February 2015 and provides for 54 additional parking spaces including four disability spaces. A consultant has been engaged to prepare the Townhead Park Master Plan.
Disability access improvements	\$22,070	Programmed installation of access improvements substantially completed.
TOTAL	\$626,590	

Liddell Coal Operations

In February 2015, 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.

Project	Amount	Status
Hebden Hall and Rural Halls	\$200,000	Relocate and upgrade the existing Hebden Hall onto a parcel of land adjacent to the community. This project is complete.
Lake St Clair Recreational Park	\$300,000	Contribution for the construction of a tourism centre at Lake St Clair.
Singleton Netball Clubhouse	\$60,000	Contribution towards funding of a new netball clubhouse in Rose Point Park. Tender for construction has been awarded to Perram and Toohey and work was set to start in October 2015.

Bulga Optimisation

In February, Council entered into a 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 local government area, road maintenance and local community initiatives.

Council has established the Broke-Bulga-Milbrodale Community Committee to work with Bulga Coal and Singleton Council to jointly determine how the funds are allocated. Council called for expressions of interest from community members in April 2015.

The Bulga Optimisation Project is the extension to the currently approved open cut mining operations located between the townships of Singleton and Broke. The Bulga Optimisation Project was approved in December 2014 by the Planning Assessment Commission.

private works

Private works are charged in accordance with Council's adopted Fees and Charges. In 2014/15 the total income received for works carried out was \$25,000.

On the 17 November 2014, Council endorsed the installation of under-awning lighting on identified John Street properties as part of the Singleton Town Centre Revitalisation Project and approval was granted under Section 67 of the Local Government Act 1993 to carry out works on Private Land as part of the contract costs for the project.

public interest disclosures

Council adopted a Public Interest Disclosures Internal Reporting Policy on 16 July 2012. This was recently reviewed and endorsed by Council on 15 June 2015.

Reporting period: 2014/15	
Agency: Singleton Council	
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:	
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 2013/14 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
If so, how have staff been made aware? Policy briefing from senior managers, email message to all staff, links on our intranet site, links on our internet site, messages in staff newsletters, posters, flyers and training provided to new staff during induction.	

senior staff remuneration

As at 30 June 2015, Council employed four senior staff being:

- General Manager
- Assistant General Manager/Director Community & Infrastructure Services Group
- Director Corporate Services Group
- Director Planning & Sustainable Environment Group

The total value of the 2014/15 remuneration package payable was:

Salary component	\$716,105.80
Employer contribution to superannuation	\$76,644.10
Salary sacrifice items	\$30,177.13
Motor vehicle	\$19,267.64
TOTAL	\$842,194.67

stormwater levies & 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 2014/15:

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

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 2014/15 was \$159,000. These funds were allocated to the following projects:

Project	Budget	Actual spend
Water quality monitoring	\$3,000	NIL
Installation & maintenance of stormwater quality improvement devices	\$149,500	\$16,895
Community education on stormwater	\$2,000	\$1,950
Community projects such as signs on stormwater pits	\$3,000	\$3,840
Posters, brochures/leaflets for distribution to the community	\$1,000	\$715
Public exhibition in schools/shopping centres	\$500	NIL
Projected total spend	\$159,000	
Actual funds collected in 2014/15	\$147,481	
Actual costs of works undertaken		\$23,400

The entire allocated budget was not spent within the financial year.

Water quality monitoring

Council did not have dedicated resources to undertake this work during 2014/15. In 2015/16, Council will engage a contractor to undertake targeted stormwater monitoring of major stormwater outlets to the Hunter River. An increased budget has been allocated to enable this work to progress in 2015/16.

Installation & maintenance of stormwater quality improvement devices

Council replaced old low capacity stormwater quality improvement devices with high capacity Hume Guard devices in Earribee Reserve and Col Fisher reserve in 2014/15. The cost of the projects was \$53,515, however only \$16,895 of these works were undertaken during the 2014/15 financial year. The remainder of the works are to be completed in early 2015/16.

Additionally, Council cleaned out all the GPTs installed to date by using suction pumps.

Community education on stormwater quality

During 2014/15, 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 at National Tree Day, Council's display at Singleton Square during Local Government Week, Singleton Show, Clean-Up Australia Day and by request from schools and community groups.

stormwater levies & charges

During 2014/15, Council undertook active education with local primary schools by engaging the Enviromentors run by Keep NSW Beautiful (KNSWB).

Schools were offered a choice from two stormwater related modules, "Catchment Action", looking at catchment health, littering and pollutants, and "Lunches Unwrapped", focussing on litter and waste reduction. While the latter is not directly related to stormwater it was chosen as litter is a major contributor to stormwater pollution and as it is currently a topic of interest in schools. Four workshops of one-hour duration were run at each school.

Five schools participated in the program over five days.

Participating school	No. of students	No. of days
Singleton Public School	303	2
Australian Christian College	43	1
Kirkton Public School	57	1
Broke and Milbrodale public schools	70	1
TOTAL	473	5

Note: Waste focussed modules were offered at the same time by Council's Waste and Water on a compost related topic. In total, 998 students from 9 local schools participated with some schools choosing to participate in two modules one stormwater and one compost related.

The cost of this project was \$5,749.

Other active education held during 2014/15 was a "Whacky Water" workshop held at the library during the January 2015 school holidays as part of the school holiday program. Nine children and adults participated in the workshop which explored the household water usage and comparisons with other countries, how water can be conserved, why water is wasted and water pollution. A short story with photographs on the workshop was included in the Singleton Argus.

The cost of this project was \$41.

Total spend on projects was \$5,790 with a shortfall of \$790 from the budget. This expenditure was split across the community education on stormwater quality and community projects.

Posters, brochures/leaflets

Educational magnets were distributed at National Tree Day, Council's display at Singleton Square for Local Government Week, Singleton Show, Clean-Up Australia Day and by request from schools and community groups. Resources paid for in the previous financial year were utilised.

An advertisement was displayed on a local bus through GoTransit Media. The advertisement provided a wide exposure of the *The Drain is Just for Rain* message through Singleton and Singleton Heights. The cost of this project cost \$715 with a short fall of \$285 from budget.

Unexpended funds

There were funds carried forward from previous years amounting to \$377,000. These funds are placed in reserves. Council is planning that funds available in reserves will be made available and spent during 2015/16. An amount of \$250,000 has already been allocated in 2015/16 for new capital works in Magpie St and an additional \$40,000 is allocated for maintenance of existing facilities.

work health & safety



Save Your Back initiative

Council received a StateCover grant of approximately \$12,500 to implement an injury prevention program, *Save Your Back*, focused on improving stability and functional movement ability for high risk employees. Approximately 45 per cent of Council employees participated in this initiative, aimed at reducing musculoskeletal injuries, which was held from March to June 2015. High-risk task analysis were completed at Council's depot, administration and childcare sites. 106 employees participated in the functional movement screens conducted by a qualified exercise physiologist. Four education sessions also were delivered, as part of the Save Your Back initiative, on manual handling, back care and identifying safer work techniques.

Work health and safety consultation

The Work Health and Safety (WHS) Committee met five times, in July, August and November 2014 and February and April 2015. The WHS Committee comprises 11 employee representatives and four management representatives. An election process for WHS Committee representatives was conducted in 2014 as vacancies arose and a total of six representatives were elected. The terms of reference for the WHS Committee were reviewed in April 2015.

Training

Council's online work health and safety training was made available to all new starters within the first weeks of engagement. 17 employees (and labour hire contractors) completed a WHS induction during 2014/15. Newly elected health and safety representatives were provided with prescribed training on fulfilling their roles and obligations under the Work Health and Safety Act 2011. Five employees completed the general construction induction (white card) training. Nominated first aid officers were appointed as vacancies arose and completed the relevant training. Council also provided WHS training to staff working with key risks including asbestos awareness, chemical handling, and armed robbery prevention.

Health and wellbeing

In 2014/15, our health and wellbeing initiatives continued to focus on raising awareness, prevention and early intervention with the aim of continuing to reduce unplanned leave, improve productivity and enhance work-life balance.

A WHS annual calendar of events was developed to raise awareness of health, wellbeing and safety. The Staff Health and Wellbeing Expo held on 9 October 2014 provided employees with health monitoring checks and information on the *Get Healthy at Work* NSW Government initiative, workstation ergonomics, and mental health. The Staff Health and Wellbeing Expo also promoted Council's Employee Assistance Program and the random drug and alcohol testing process.

As in previous years, Council offered influenza vaccinations to all employees leading into the 2015 influenza season, and 115 staff took up this offer during April and May 2015. Following a risk assessment within Parks and Facilities, eight employees received the bat vaccination (lyssavirus).

Two random drug and alcohol tests were conducted during 2014/2015 in compliance with Council's approved Alcohol and Other Drugs policy and procedure. A total of 29 staff participated in the drug and alcohol testing process.

The Employee Assistance Program provided services to staff and their family members to reduce the impact of personal or work-related matters on employee's health and wellbeing at work.

work health & safety

WHS reporting

Implementation of the WHS module in Council's Authority information management system and the web-based StateCover Member Analytics Reporting Tool has ensured a significant improvement in WHS and injury management reporting during 2014/2015. WHS incidents and workers compensation claims reports were submitted to Executive Leadership Team on a weekly basis.

Audit program

To assist in assessing WHS performance, the 2014 StateCover WHS self-audit program was completed in July 2014 which resulted in an overall audit score of 64.13 per cent. During 2014/15, approximately 50 per cent of the WHS actions identified in the internal audit findings register were also addressed.

Workers compensation

We maintained a strong focus on improvements in rehabilitation practices by:

- promoting and supporting early intervention to assist an employee with an injury or illness to remain at work. Implementing reasonable workplace adjustments was undertaken to allow employees to perform inherent requirements of their position without causing aggravation to their injury or illness
- providing active case management to managers and staff to support Council's commitment to ensuring the safety and wellbeing of all staff
- maintaining positive and proactive relationship with Council's workers compensation insurer, StateCover Mutual Limited, and external stakeholders.

The total number of workers compensation claims during 2014/15 was 21. While there was no change in the incidence of claims compared to the previous year, the total cost of the claims decreased. Approximately 62 per cent of accepted claims resulted in lost time and the total number of work days lost was 102. The lost time injury frequency rate (LTIFR) in 2014 was 1.38.

Council's workers compensation premium rate was 3.42 per cent of the 2014/15 payroll. The total premium amount increased by \$8,696 compared to the premium amount for 2013/14.

Key factors affecting Council's premium were as follows:

- An estimated 6.58 per cent increase in payroll for the 2014/15 period compared with the 2013/14 period
- A reduction in the cost of the workers compensation claims in 2014/15
- Trends in the numbers and costs of Council's claims for injuries suffered in 2013/14 and earlier

All directors and managers received workers compensation projected premium and cost centre allocation report on a monthly basis during 2014/15.

Notifiable incidents

In 2014/15, there were no incidents under section 38 of the Work Health and Safety Act 2011.

	2011/12	2012/13	2013/14	2014/15
Lost time injury frequency rate	1.64	1.07	1.44	1.38
Workers compensation claims	27	15	21	21
WHS incidents reports received	81	58	78	50
WorkCover notifiable incidents	0	0	0	0

WASTE
PLAYGROUNDS
LIBRARY
PARKS
SPORTS FIELDS
YOUTH VENUE
CHILDCARE
AFTER HOURS CARE
WATER
SEWERAGE
COMPANION ANIMALS
TOURISM
ECONOMIC DEVELOPMENT
PLACE MAKING
COMMUNITY DEVELOPMENT
EVENTS
SALEYARDS
ROADS
GYM & SWIM
REGULATORY SERVICES
CIVIC CENTRE
RECYCLING
CYCLEWAYS & FOOTPATHS
FOOD SAFETY
POOL INSPECTIONS
FIRE SAFETY
CEMETERIES
PLANNING & BUILDING
ENVIRONMENT



**financial
REPORTS**



our financial position

Council is in a satisfactory financial position. However, Council and the community are faced with the challenge in coming years to continue to match the appropriate level of community, activities, services and amenities with revenues received. As a result of the NSW Government's Fit for the Future reforms, Council must also demonstrate it is meeting or working to meet seven financial indicators within five years. Council's long term financial modelling has shown that to meet these indicators within the five-year timeframe, Council must significantly increase its revenue.

Council's [audited financial statements](#) and auditor reports for 2014/15 were prepared in accordance with the requirements of Section 413 of the Local Government Act, 1993 and audited by Hills Rogers Spencer Steer.

Income

Council has reported a surplus of \$13.74 million in 2014/15 (2013/14 \$3.66 million surplus). The operating result from continuing operations before capital amounts (grants and contributions) was a deficit of \$2.38 million (2013/14 \$2.03 million surplus).

Council receives the majority of its revenue from rates and annual charges. This represented 35 per cent of total income for 2014/15. The Independent Pricing and Regulatory Tribunal permitted an increase of 2.3 per cent in the general rate base for 2014/15. Council used 2013 base date land valuations for rating purposes.

Grants

Government grants represent a significant portion of Council's income. The majority of these grants are tied to specific works and cannot be used for any other purpose. The total income received from grants in 2014/15 was \$17.03 million, compared to \$4.94 million in 2013/14. Council's grant income was significantly higher than the prior financial year due to funding received for the Singleton Town Centre Revitalisation and Joint Fire Control Centre. Grants accounted for 27 per cent of Council's total income in 2014/15. In the previous year, grants accounted for 10 per cent. The major grants received in 2014/15:

Grant	\$'000
Hunter Infrastructure Investment Fund	6,638
NSW Rural Fire Service	2,999
Financial Assistance Grant	3,358
Roads to Recovery	547

Restricted cash in respect of unspent grants for the year ended 30 June 2015 was \$1.36 million.

Cash and investments

Council's overall cash and investments position has decreased from \$80.29 million at the end of 2013/14 to \$76.55 million at the end of 2014/15. All of Council's cash is restricted in its use to specific purposes by external bodies, legislation and Council resolutions, with the level of unrestricted cash and investments remaining nil.

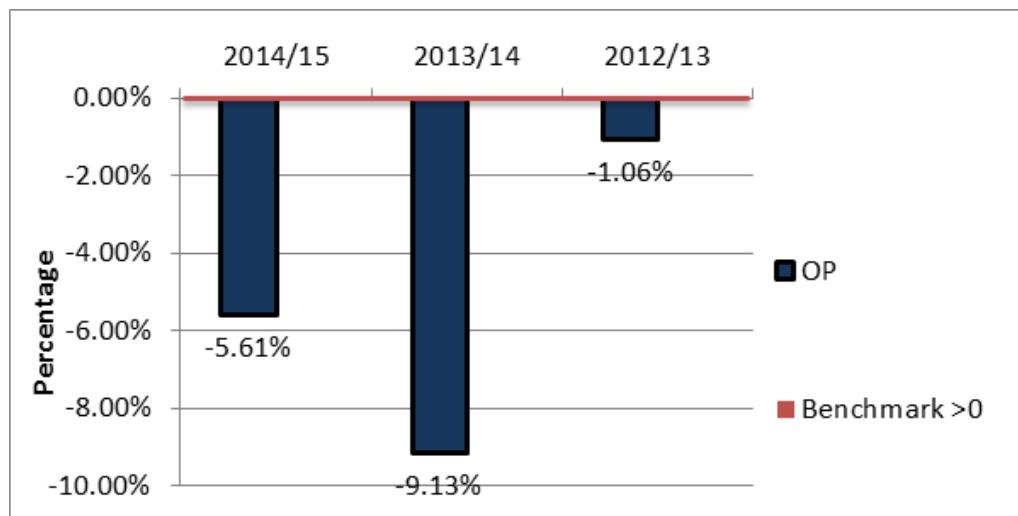
Rates and charges

Pensioner abandonments	\$393,634.90
Postponed rates written off	\$1,320.12
Coal rights rates written off	\$123.14
Rounding adjustments on payments	\$16.91
Other abandonments	\$12,784.55
Sub-total	\$407,879.62
Less pensioner grant subsidy	(\$210,847.08)
TOTAL written off	\$197,032.54

key financial indicators

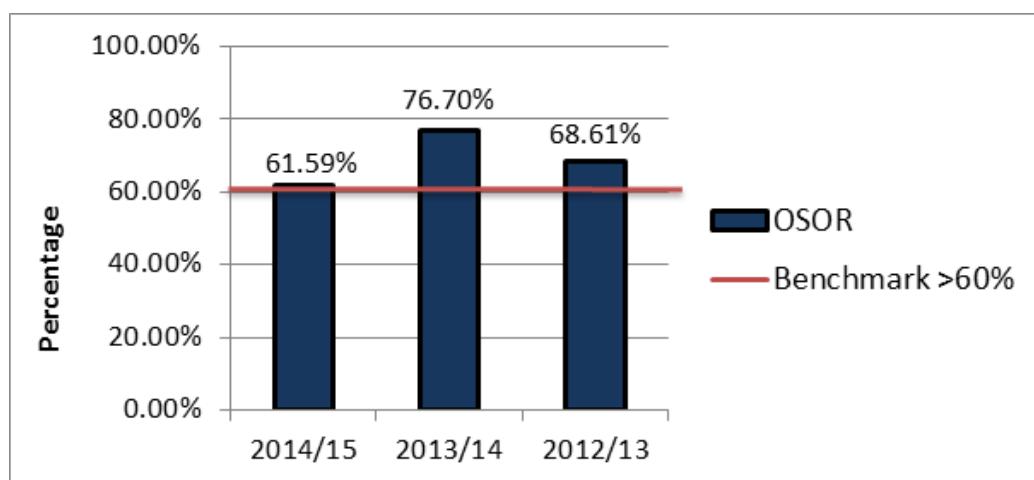
Operating Performance

This ratio measures Council's achievement of containing operating expenditure within operating revenue. The benchmark is greater than 0%. The 2014/15 result has improved from the previous year with grant income for the year being higher. This indicator is -5.61 per cent with previous year being -9.13 per cent.



Own Source Operating Revenue

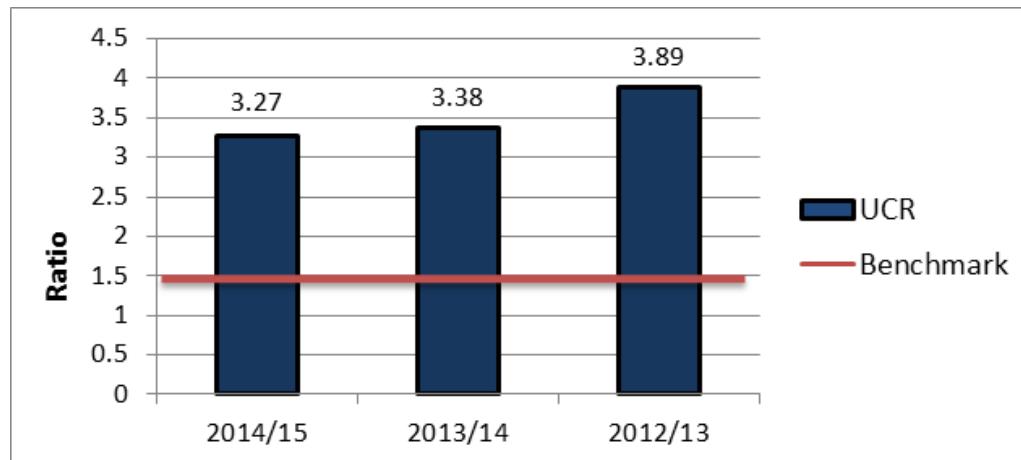
This ratio measure fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's fiscal flexibility improves the higher the level of its own source revenue. The benchmark is greater than 60 per cent. Council's own source operating ratio is 61.59 per cent.



key financial indicators

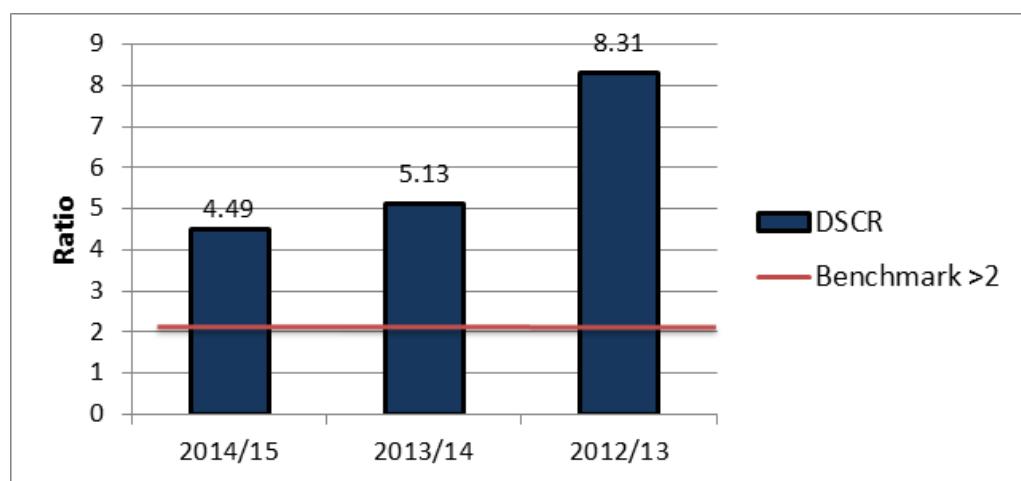
Unrestricted Current Ratio

This ratio indicates Council's liquidity, or its ability to pay its bills. The industry target is 1.5:1, or \$1.50 of liquidity for every \$1 in bills. Council's ratio is 3.27:1 which means we have \$3.27 for every \$1 we pay in bills. Council can easily pay its short-term financial commitments with short term financial assets.



Debt Service Cover Ratio

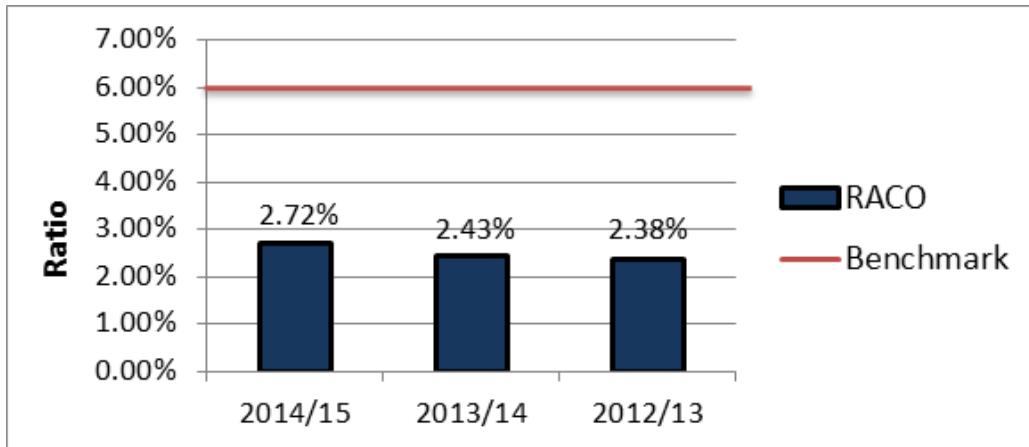
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark is greater than 2. This ratio has decreased over the past two years due to Council borrowing loan funds to address Council's infrastructure backlog. Council has borrowed \$6.2 million in the past two years under the Local Infrastructure Renewal Scheme, which provides interest repayment subsidies. Council's debt service cover ratio is 4.49.



key financial indicators

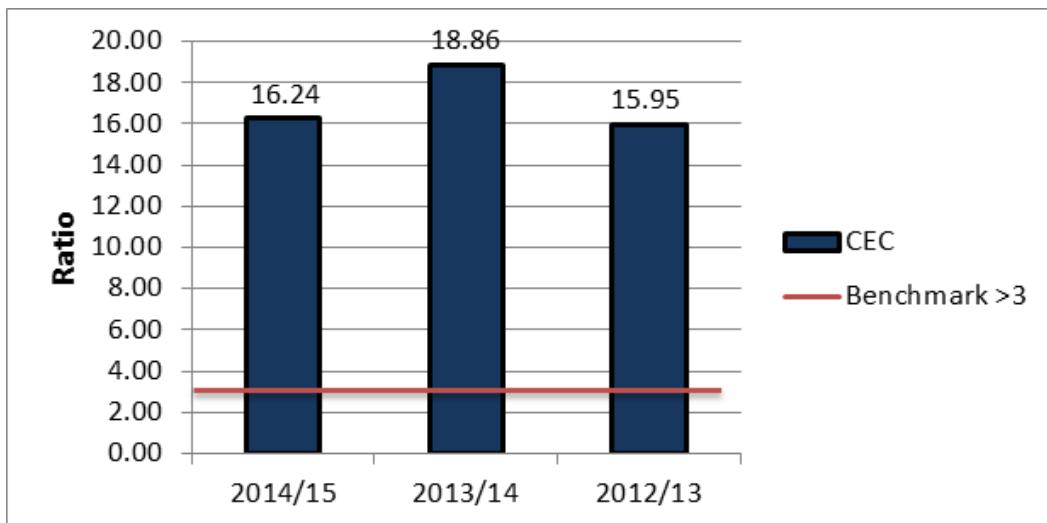
Rates and Annual Charges Outstanding

To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. The Rates and Annual Charge Outstanding Ratio was stable at 2.72 per cent of collectibles and remains better than the industry benchmark of 6 per cent.



Cash Expense Cover Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow. The benchmark is greater than 3 months and Council's ratio is 16.24 months.



special rate variations

Council currently has three Special Rate Variations incorporated in its rate structure.

Special Rate Variation - Road infrastructure maintenance, renewals and new works

A Special Rate Variation 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 per cent rate increase over and above the 2.3 per cent rate peg limit and is to remain permanently 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 and will generate an additional \$8 million over 10 years to be spent on:

- \$250,000 per year to fund road infrastructure maintenance (heavy patching)
- \$200,000 in 2014/15, and then indexed by the assumed rate peg of 3% in subsequent years to fund road infrastructure renewal (gravel resheeting of unsealed roads)
- \$250,000 per year to fund new road infrastructure (sealing of unsealed roads)

Sealing of unsealed roads

This project was moved to 8.6km to 9.85km from Putty Valley Rd upon request from Putty Valley residents. The scope of works included new road base, drainage improvements and sealing of approximately 1,200m of an unsealed section of Putty Valley Road. Due to delays in finalising community consultation and new design documentation, the project was only partially complete by 30 June 2015, and was subsequently completed in July 2015.

Gravel resheeting of unsealed roads

Location	Length of resheeting (m)
Pioneer Rd (unsealed section)	640
Thomas Lane	1,200
Lambs Valley	400
Sunny Side Lane	1,020
Walshs Rd	430
Doyles Rd	1,000
Rusty Lane	1,240
New Freugh Lane	403
Pagan St	320
Fern Gully Rd	980
Dyrring Rd	3,200
Blind Creek Rd	1,180
Mitchells Flat Rd	870
Reedy Creek Rd	740
Hamiltons Crossing North Rd	1,230
Mirannie Rd	870
Myallie Rd	550
Mt Royal Rd	1,100
Carrowbrook Rd	500
Total resheeting	17,873

special rate variations

Heavy patching

Location	Area of heavy patching (m ²)
Wallaby Scrub Rd	90
Lemington Rd	140
Glendon Lane	88
Stanhope Rd	31
Fernhill Rd	124
Stoney Creek Rd	53.5
Mirannie Rd	30
Goorangoola Rd	169
Queen St	135
Redbournberry Bridge approach	125
Monkey Place Bridge approaches	197
Charlton Rd	30
Other roads	1,670
Total heavy patching	2,882.5

Special Rate Variation - Parks and Facilities Asset Management Strategy

A Special Rate Variation was approved in June 2006 to allow Council to increase its general income by 9.19 per cent. This variation allowed Council to allocate a further \$644,126 in rate income towards a Parks and Facilities Infrastructure Asset Management Strategy. In 2014/15, \$343,327 was allocated towards this strategy to carry out the projects below.

2014/15 projects	Amount spent
Asset management and supervision	\$86,135.95
Risk management surveillance and inspection	\$83,141.74
Maintenance and refurbishment of parks and community facilities	\$174,049.98

Of the income raised from this Special Rate Variation, as at 30 June \$235,398 was unexpended from previous years and has been transferred to an internal restricted asset account for completion of the projects below in 2015/16.

2015/16 projects	Amount allocated
Pound Park - relocation of building services workshop	\$64,587
Cycleways	\$14,634
Rose Point Park - carpark reseal	\$60,789
Townhead Park - playground	\$95,388

special rate variations

Special Rate Variation - Infrastructure Renewal Loan Repayments

In June 2002, Council received approval for a Special Rate Variation to repay a loan for infrastructure renewal for a period of 15 years. The variation provided an additional \$343,497 per year.

A \$4.65 million loan was taken out to fund the projects below. These funds have been fully expended on the projects identified and the projects are complete. The loan repayments are partially serviced by the income generated by the Special Rate Variation. During 2014/15, the loan repayments totalled \$499,338.

Project	Amount allocated
Stormwater works	\$1.6 million
Library	\$1.3 million
Rural roads	\$914,000
Administration building refurbishment	\$430,000
Streetscape	\$406,000
TOTAL	\$4.65 million

state of our infrastructure assets

The provision of infrastructure that meets community needs and expectations is fundamental to the economic, social and cultural vibrancy of Singleton. The challenge in managing our assets is to maintain and enhance the existing infrastructure while continuing to provide new infrastructure for forecast growth.

Council's infrastructure assets, as detailed in Special Schedule 7, had fair value of \$617 million at the end of 2014/15. This included roads, bridges, drains, footpaths, cycleways, parks, reserves, community and civic buildings, Colleen Gale Children's Services, Youth Venue, Singleton Public library, Gym & Swim, water and sewerage networks and Singleton Regional Livestock Market.

Asset Management Plans

Our Asset Management Plans (AMPs) identify the levels of service we currently provide, future demands on our assets, as well as planned improvements. The AMPs take a "whole of life" approach to managing infrastructure assets. Expenditure projections and funding requirements are identified for the next 20 years, allowing for projected cost increases and growth in assets. This includes planning, creation, operation, maintenance, renewal, and disposal.

Seven AMPs cover Council's key infrastructure asset classes:

- Roads
- Major Waterways Structures
- Stormwater
- Buildings
- Water Supply Services
- Sewerage Services
- Waste

Capital renewal

Capital renewal is usually major work that restores an existing asset to its original condition. The total amount spent on capital renewal for 2014/15 was \$8.5 million.

A key performance indicator relating to asset management is the Capital Renewal Funding Gap.

This is the difference between the required renewal expenditures (based on a range of factors, including asset condition and remaining life) and what is planned to be funded. The Capital Renewal Funding Gap for infrastructure was reported at \$15,880,000 in Council's 2014/15 financial statements.

One of the primary reasons for the current renewal funding gap is that infrastructure costs have been increasing faster than Council's income. Council has identified a funding shortfall and will be investigating options for addressing this gap in future years.

state of our infrastructure assets

Maintenance

Asset maintenance is the regular ongoing work that is necessary to keep assets operating and providing the required levels of service. Maintenance funding needs to keep pace with rising costs, due to the increasing size and age of the infrastructure base, changing standards, and increasing community expectations.

Amount spent on infrastructure maintenance in 2014/15:

Asset class	\$'000
Buildings	582
Public roads	3,887
Other structures	266
Open space/recreational	224
Water	1,902
Sewerage	960
Drainage works	449
Domestic waste management	12
Total spent on infrastructure maintenance	8,282

Asset management improvements

Council continued to develop its asset management systems during 2014/15. Further audits were undertaken to review the adequacy and compliance of the plans with applicable industry standards. Council raised an additional \$700,000 via a special rate variation to fund road infrastructure maintenance, renewals and new works. This special variation will be retained permanently in the rate base and will be used for infrastructure works each year.

The forecast from asset management plans for parks and reserves, Council buildings, transport infrastructure, urban stormwater drainage, water supply services, waste, and sewerage treatment network is used in the preparation of Council's Long Term Financial Plan (LTFP). There is a direct link between service levels provided in the Asset Management Plans and LTFP and budgeting. Additional improvements including field data collection and verification have been identified as requiring further improvement to refine these future forecasts.

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building sustainability

Singleton Council ANNUAL REPORT 2014/15

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