



ANNUAL REPORT

2020 / 2021

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SINGLETON
COUNCIL



ACKNOWLEDGEMENT

Singleton Council acknowledges the Wanaruah, Wonnarua people and their custodianship of the land in the Singleton Local Government Area. We also acknowledge all other Aboriginal and Torres Strait Islanders who live within the Singleton Local Government Area and pay our respect to elders past present and future.



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OTHER SUPPORTING DOCUMENTATION INCLUDES:

- End of Term Report
- State of Environment Report

SINGLETON LOCAL GOVERNMENT AREA

The Singleton Local Government Area (LGA) has a resident population of 23,496 and covers an area of 4,892.7 square kilometres (ABS, Census 2016). The Singleton township is located on the banks of the Hunter River, 197 kilometres north-west of Sydney and 80 kilometres northwest of Newcastle.

Singleton is home to a diverse mix of commerce and industry, including agriculture, vineyards, tourism, defence and retail; however, light and heavy industry, power generation and particularly coal mining are the dominant economic drivers.

The LGA boasts a commanding natural environment with 40 per cent of its area made up of the world heritage-listed Wollemi, Yengo and Mount Royal National Parks. It was at Whittingham that the first European exploration party came upon the Hunter River and extolled the virtues of land "as fine as imagination ... can form", literally sowing the seeds of agriculture and enterprise to help the fledgling colony of New South Wales to prosper. Today, Singleton's abundance of natural resources continues to help support the State's economy.

The Singleton LGA and wider Hunter Region are entering a new and exciting era with a growing population, greater economic diversification and expanding global gateways to the rest of the world. With modern conveniences, state-of-the art facilities and infrastructure offered with a country lifestyle, as well as a doorstep to a world-class university, cutting edge hospitals and national sports and cultural events, Singleton continues to expand its status as a leading regional economy with exceptional liveability.



Singleton Council
Area 4,893 km²



Population
23,496



Median age
36 years

COMMUNITY SATISFACTION

In 2016, 2018 and 2021 Council engaged Micromex Research to undertake a community satisfaction survey. Each time, over 400 randomly selected Singleton residents were surveyed to determine community satisfaction levels with Singleton Council and its performance across a number of areas.

A comparison of the results can be seen here, and each full report is available on our website.

CUSTOMER SATISFACTION - %

● 2016 ● 2018 ● 2021



2020 / 2021

OUR RESULTS

Key Result Measures

Council continues to focus on ensuring there is clarity on overall strategic organisation performance. We use our agreed organisation key result measures to provide uniform understanding on what defines organisation success. Detailed presentations are provided to the elected councillors on a quarterly basis. The table below provides a summary of achievement against the agreed key result measures as of 30 June 2021

Key Result	Measure	Traffic light
Risk	Decreasing trend in number of Lost Time Injuries. Increasing trend in Risk Management Maturity Score	✓
Finance	Achievement of Long Term Plan	✓
People	Trending towards 65% staff engagement	✓
Service Delivery	95% completion of Operational Plan Actions	✓
Customers	Trending towards 80% customer satisfaction (very satisfied/satisfied)	✓



Meets indicator

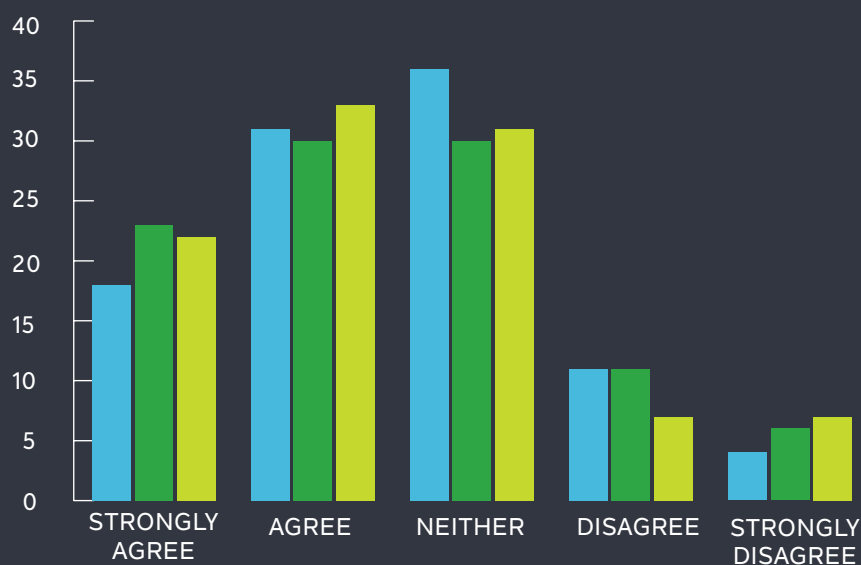


Trending to meet indicator



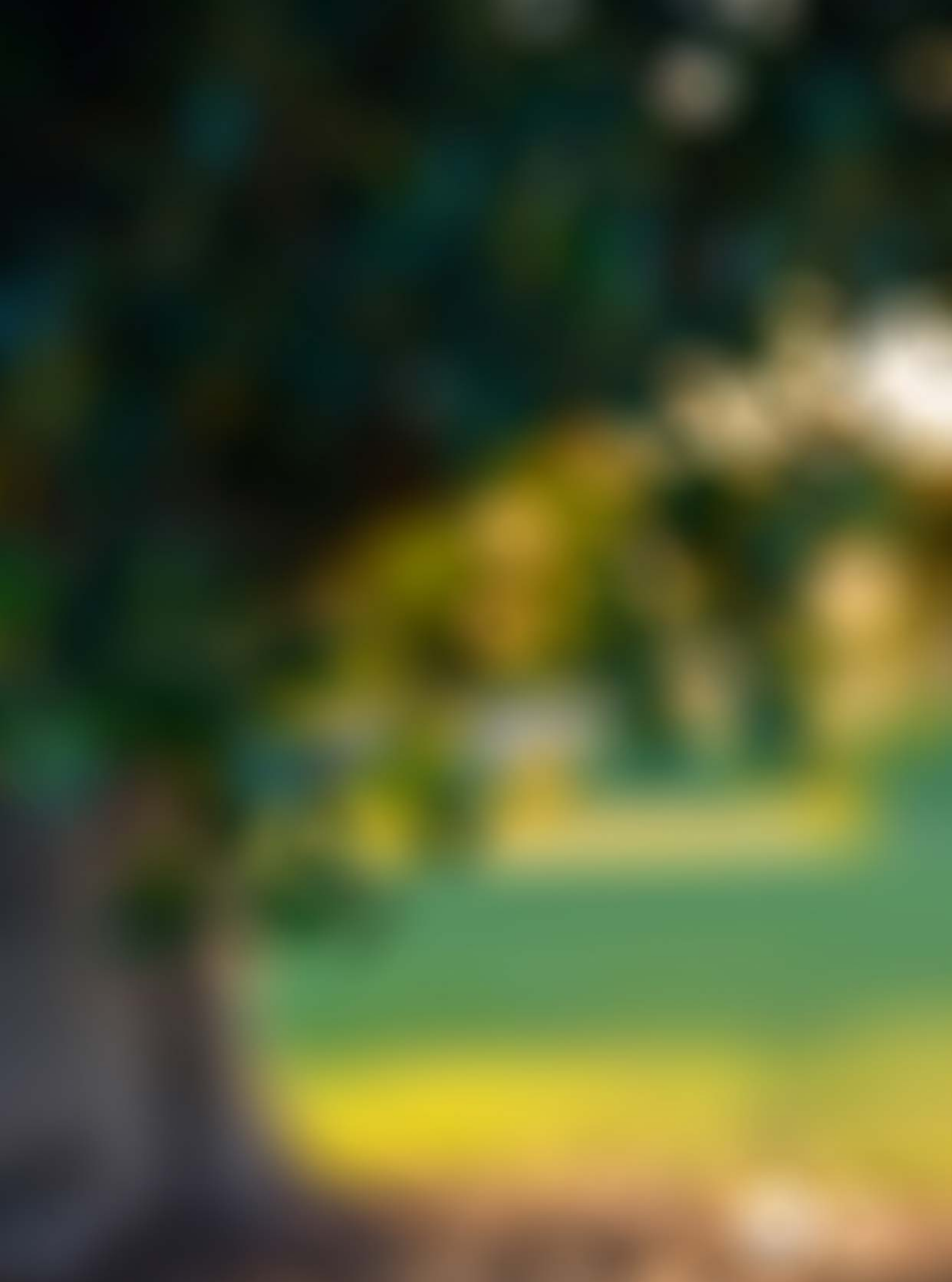
Does not meet indicator

COMMUNITY CONNECTEDNESS - % ● 2016 ● 2018 ● 2021



* Connectedness: A feeling of belonging to or having affinity with a particular person or group.
Oxford Dictionary







FROM THE GENERAL MANAGER

Above average rainfall and plenty of sunshine that fuelled ideal growing conditions over the 2020/2021 summer – keeping our parks and gardens crews busy – might just be the perfect analogy for a year that focused on grass roots community projects to bring people back together after the first round of COVID lockdowns.

That's not to say grass roots projects aren't major capital projects. More than \$11 million in works were underway at any one time in the Singleton township alone this year, including the \$7 million Town Centre Upgrade – Stage 2 and the \$1.5 million Kelso Street Road and Drainage Upgrade. Construction of the \$4.08 million Arts and Cultural Centre in Townhead Park began in January 2021 following on from the completion of the \$409,926 Townhead Park Bike Track that, combined with an impending refurbishment of the Visitor Information Centre, will transform the space for residents and visitors alike.

Community connection continued with the \$500,000 Living Laneways project, which brought cultural installations to five laneways in our Town Centre aimed at generating a sense of local identity and reactivating public spaces. Our first major community event to take place with easing COVID restrictions, Firelight, was relocated to John Street on 29 May 2021 to incorporate the amazing cultural activation in Burns Lane along with fire dancers, food trucks and Hunter Valley wine and beer.

We also marked the opening of the community services hub at Singleton Heights at a temporary location in the grounds of the Singleton Heights Sports Centre in March 2021; the \$506,300 Broke Skate Park was officially unveiled on 8 August 2020; and Council signed a Voluntary Planning Agreement with the United Wambo Joint Venture in December 2020 leading to the establishment of the Jerrys Plains Community Committee to oversee improvements to the town centre and Recreation Grounds.

Innovation and new ways of doing things were highlighted by Council's creation of a Legacy Fund to safeguard the future of our local government area, and the livestreaming of our annual Australia Day ceremony due to ongoing COVID restrictions. And with the endorsement of the Singleton Sustainability Strategy 2019/2027, we saw the rubber hit the road with initiatives such as the ongoing LED streetlights program and our first Mattress Muster and Tyre Drop Off days.

Just like the grass over the summer growing season, there was rapid growth in a range of areas including a demand for home improvements, generating a greater workload for our planning team with a dramatic increase in development applications. In all cases, I've been proud of how our teams stepped up to the challenges - all while maintaining our commitment to prudent financial management to continue our record of budget surpluses with a \$2.614million net operating result (before grants and contributions for capital purposes).

I congratulate the Mayor and Councillors on a successful fifth year of this Council in 2020/2021 and thank them for their leadership and support under unusual and difficult circumstances. Importantly, I also acknowledge and pay homage to the work of Council staff in our purpose to create the community we're all proud to be part of.

Jason Linnane
General Manager



OUR EXECUTIVE LEADERSHIP TEAM



JASON LINNANE
GENERAL MANAGER



ANTHONY EGAN
DIRECTOR BUSINESS +
COMMUNITY



VICKI BRERETON
DIRECTOR ORGANISATION +
COMMUNITY CAPACITY



JUSTIN FITZPATRICK-BARR
DIRECTOR INFRASTRUCTURE +
PLANNING



2020 / 2021 HIGHLIGHTS

Singleton Sustainability Strategy

The Singleton Sustainability Strategy 2019/2027 was formally endorsed on 20 July 2020, setting out a broader sustainability agenda focusing on four of the United Nations' Sustainable Development Goals and outlining long-term objectives.

Local Strategic Planning Statement

The Local Strategic Planning Statement was also adopted on 20 July 2020. The document is the overarching strategy outlining the 20-year vision for land use and development for the Singleton local government area, including strategic policy positions and actions to help realise the vision around land uses, land forms and built forms.

Singleton Town Centre Upgrade – Stage 2

Construction of the \$7million Singleton Town Centre Upgrade – Stage 2 officially began on 31 July 2020 in the continuation of the modernisation of John Street and Ryan Avenue. The project was designed to enhance the entry point to the town centre on Campbell Street as well as improve traffic flows and pedestrian connectivity. Works included new footpaths, kerbs and gutters; underground power; landscaping and irrigation; new street lights; furniture and signs; and the realignment of the intersection of John and Elizabeth streets.





Singleton Arts + Cultural Centre

Construction of the \$4.08million Singleton Arts + Cultural Centre began in January 2021. Adjoining Singleton Visitor Information Centre in Townhead Park, the building includes more than 300 square metres of gallery space and two artist studios.

Broke Skate Park

The much-longed for Broke Skate Park was officially opened on 8 August 2020. The \$506,300 project, which also included a new barbecue, picnic tables and shelter, was designed with input from local young people to cater for beginner and intermediate levels.

Living Laneways

The \$500,000 Living Laneways project aimed to reconnect community to local business, generate a sense of local identity and reactivate public spaces in Singleton town centre focusing on five laneways – Tre Bella Lane, Bourkes Arcade, Evidence Lane, Burns Lane and Soapsuds Lane. The project began with a mural in Tre Bella Lane just in time for Christmas in December 2020.

Kelso Street

After decades of strong community demands to address road and drainage issues on Singleton's Kelso Street, action was finally taken with the \$1.5 million Kelso Street Road and Drainage Upgrade. Works included the renewal of the pavement, stormwater drainage upgrade, construction of footpath, kerb and gutter installation, water main replacement and implementation of a 5t load limit. The project began in January 2021 and the road reopened in May 2021, one month ahead of schedule.

Mattress Muster

Singleton's first Mattress Muster was held on 9 January 2021, with 706 mattresses weighing in at 17 tonnes dropped off by 313 residents. The event was one of two new waste initiatives for 2021 that also included a tyre drop off day on 8 May 2021.

Australia Day

Singleton's annual Australia Day ceremony on 26 January 2021, saw 6 people complete their Citizenship pledge. The Ceremony was livestreamed to over 4000 community members as part of the COVID Safe approach to the event to cap the number of attendees at Singleton Civic Centre. Long-standing stalwart of the NSW Rural Fire Service and volunteer Fred Turner was named the 2021 Citizen of the Year.



Community and Economic Development Fund

The management of millions of dollars for the social and economic benefit of the future of Singleton was formalised with the signing of the Community and Economic Development Fund Deed by Singleton Council, Glencore and the Bloomfield Group in February 2021.

Singleton Community Hub

A vision for a community services hub at Singleton Heights became reality with the opening of a temporary location in the grounds of the Singleton Heights Sports Centre in March 2021. The hub aims to provide direct assistance to hundreds of vulnerable people and families over 12 months as an outreach site for a range of organisations. It followed a community fun day event in January 2021 to gauge demand for the service.

Singleton Legacy Fund

The Singleton Legacy Fund was formally created on 19 April 2021, building on economic opportunities now to support the future prosperity of the LGA with the aim to create a reserve to ensure Council's long-term financial viability, as well as underwrite opportunities to drive the prosperity of the LGA for generations to come. The Singleton Legacy Fund incorporates the Community and Economic Development Fund, Roads Fund, Infrastructure Management Fund and Commercial Property Fund.

Water restrictions

Water supply continued to be a critical issue, however there were positive signs with an increase in the level in Glennies Creek Dam to allow mandatory water restrictions to revert from Level 2 to Level 1 on 3 May 2021.

Singleton Animal Management Facility

The all-new \$1.67million Singleton Animal Management Facility raised the bar on animal welfare after opening on 3 May 2021. The building on Dyrring Road was designed and constructed with input from Council rangers to ensure it was fit for purpose, exceeded animal management practices and allowed room for future expansion.

Townhead Park Bike Track

The new \$409,926 Townhead Park Bike Track was opened for use on 19 May 2021. The project included 588 square metres of paving, a recycled plastic bridge, two sandstone bridges, hummocks, road signage and landscaping including 24 new trees and 1800m² of new turf.

Firelight

Community events came back with Firelight on 29 May 2021. Ticketed to manage numbers due to COVID requirements, the event was relocated to John Street and Burns Lane to incorporate the amazing cultural activation as part of the Living Laneways project and featured fire dancers, some of the region's best food stalls, food trucks and Hunter Valley wine and beer from Around Hermitage Pokolbin Hunter Valley.

ADVOCACY WINS

Singleton Council commenced a formal approach to advocacy in 2019. This approach ensures we have clarity on what key issues require advocacy and the commitment we are seeking.

Singleton's hard-fought changes to the NSW Government's Resources for Regions program were realised with major reform to the program and the announcement of \$4,571,283 for projects and programs to benefit the community in September 2020.

In campaigning for the byelection in the seat of Upper Hunter in May 2021, the NSW Government also committed to a full interchange at Putty Road as part of the Singleton Bypass; \$12million for a new police station for Singleton; and establishment of a statutory body and commitment to funding to drive economic evolution via the proposed Resources for Rejuvenation program.



AWARDS + RECOGNITION

Statewide Mutual Risk Management Excellence Awards 2020

Winner (Rural & Smaller Regional Councils)

Australian Human Resources Awards 2020

Winner Excellence Award – Best Change Management Strategy for the Leadership Development Program

Winner Excellence Award – Best Health and Wellbeing Program for the Swell Program

NSW Local Government Excellence Awards 2020

Winner – People & Culture category (population <60,000) – Swell Program

Hunter Safety Awards 2020

Winner - WHS Champion of the Year - Jenny Rudder, WHS Advisor

HRD Australia Employer of Choice 2021

Winner Excellence Award – Employer of Choice Award 2021

NSW Local Government Excellence Awards 2021

Highly Commended - Environmental Leadership – Sustainability Team

Mental Health First Aid Australia Skilled Workplace Program

Achieved Gold Accreditation

Public Library Association

Highly Commended - Library





HONOURING OUR CITIZENS

Each year the Australia Day Committee calls for nominations for the Citizen of the Year and Young Achiever of the Year awards, to be announced at the Civic Ceremony on Australia Day.

The objective of the awards is to recognise outstanding personal achievement or outstanding contribution to the community during the previous year. All residents of the Singleton Council local government area are eligible to nominate. In 2021, there was no nominee for The Young Achiever of the Year Award.

2021 CITIZEN OF THE YEAR

Fred Turner

In hot and blustery conditions when the threat of bushfire escalates to reality, Fred Turner is among those heading towards the flames. The Rural Fire Service (RFS) Group Officer Hunter Valley has been a volunteer for almost forty years, starting out at Carrowbrook after taking over management of Lake St Clair.

Fred has since retired after 28 years overseeing the maintenance and operation of the lake, but his commitment to the RFS has only strengthened.

He rose through the ranks to Group Officer, and now plays a commanding role in managing fires, usually from the bird's-eye view of a helicopter. Fred has recently acquired an accredited air observer's qualification, enabling him to direct the helicopter pilot using his own knowledge of the Singleton district.

If his job as Group Officer isn't consuming enough, Fred has also found time over the last decade to dedicate to the Singleton Legacy Group (eight of those as Secretary), volunteers at the Australian Army Infantry Museum, is an honorary member of the Infantry Centre Sergeants Mess, and has been a member of the Singleton Lions Club and Singleton RSL Sub-Branch.

WAMBO COAL SINGLETON HALL OF FAME 2020/2021

Gregory Lancaster | Sport

Greg has always been a keen sportsman and in 1987 he began powerlifting at the Singleton PCYC and it became his passion. Greg went on to represent Singleton, NSW and Australia no less than on 20 occasions. In 1994 Greg was named in the Australian team to travel to Johannesburg in South Africa. He achieved 4th place and brought home 2 x bronze medals for the squat and deadlift. Over the next 20 years Greg competed all over the world and has won many Oceania, Commonwealth Titles and breaking squat, bench and deadlift records in three different weight divisions.

Gerard McMillan | Community Service

Gerard has recently retired as the General Manager Singleton Diggers a position he has held since 1979. Gerard has played in and referred Rugby Union games. Gerard joined the Rotary Club of Singleton in 1987 and served in most positions including President 1999 - 2000. He is also a member of the Rotary Club of Singleton Sunrise and was Charter President in 2016 – 2017. Gerard was the District Governor in 2014 – 2015.

Ken Neely | Community Service

Ken was a small business owner (K & J Neely Carriers) for 49 years. He was involved in Anglican Church in a number of capacities, was an inaugural member of the Singleton Apex Club becoming the first District Governor and was awarded a life member. He was a member of Lodge St Andrews for more than 60 years and was patron of the Glennies Creek Cricket Club. Ken was also a driver for Ourcare Services Ltd and a supporter of the Cancer Council.

Charlie Shearer | Business Industry + Tourism

Charlie was born in Singleton and operated a dairy farm at Maison Dieu. He was a member of the Northern Agricultural Association (Singleton Show) for 50 years and 12 years as President. Charlie promoted Holstein Friesians Dairy Cattle and was awarded Federal Life Membership in 1983 of the Australian Holstein Association. Charlie owned the Corner Takeaway Shop in Maison Dieu. He bred (racing pacers) trotters, employed local trainers who had many successes over the years. Charlie also played local cricket until he was 50.

The Hon George Souris | Public Service

George was a Councillor for seven years and Deputy Shire President for four years. George entered State Politics in 1988 and was Member for Upper Hunter until 2015. George held a number of Ministerial appointments and was Deputy Leader of the Nationals from 1993 to 1999 and Leader of the Nationals from 1999 to 2003. In June 2016 George was awarded an AM in recognition of his significant service to the people and community of the Upper Hunter.

Singleton PCYC | Community Service

The Singleton PCYC was officially opened on 13 September, 1965. The PCYC is a charity empowering young people to reach their potential through Police and community partnerships. The PCYC provides quality activities and programs in a safe, fun and friendly environment. The PCYC work with youth-at-risk to break the cycle of disadvantage through crime prevention, vocational education, youth capacity building and social responsibility programs to change the life and wellbeing outcomes for young people.



GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT + REGULATION

Council has reviewed its program for the release of government information in accordance with section 7. Details of requests for information received by Council for the year ending 30 June 2021 are as follows:

CLAUSE 8 (A)

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

Reviews carried out by the agency	Information made publicly available by the agency
8 (a) Yes	Yes

CLAUSE 8 (B)

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

Total number of applications received
8 (b) 109

CLAUSE 8 (C)

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

Number of Applications Refused	Wholly	Partly	Total
	1	0	1
% of Total	1%	0%	



Statistical information about access applications to be included in annual report

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/whether information held	Application withdrawn	Total	%
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	15	1	0	3	0	0	0	0	19	16%
Not for profit organisations or community groups	1	0	0	1	0	0	0	0	2	2%
Members of the public (application by legal representative)	7	2	0	4	0	0	0	1	14	12%
Members of the public (other)	55	6	0	20	0	1	0	1	83	70%
Total	78	9	0	28	0	1	0	2	118	
% of Total	66%	7%	0%	24%	0%	1%	0%	2%		

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

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/whether information held	Application withdrawn	Total	%
Personal information applications*	1	0	0	0	0	0	0	0	1	1%
Access applications (other than personal information applications)	77	7	0	26	0	1	0	2	113	96%
Access applications that are partly personal information applications and partly other	0	2	0	2	0	0	0	0	4	3%
Total	78	9	0	28	0	1	0	2	118	
% of Total	66%	7%	0%	24%	0%	1%	0%	2%		

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



TABLE C | Invalid applications

Reason for Invalidity	Number of applications	% of Total
Application does not comply with formal requirements (<i>section 41 of the Act</i>)	1	1%
Application is for excluded information of the agency (<i>section 43 of the Act</i>)	0	0%
Application contravenes restraint order (<i>section 110 of the Act</i>)	0	0%
Total number of invalid applications received	5	5%
Invalid applications that subsequently became valid applications	4	4%

TABLE D | Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	0	

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

TABLE E | Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

TABLE F | Timeliness

	No. of applications*	% of Total
Decided within the statutory time frame (20 days plus any extensions)	109	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	109	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner	0	1	1	1%
Internal review following recommendation under (section 93 of Act)	0	0	0	0%
Review by NCAT	0	1	1	0%
Total	0	1	1	
% of Total	0%	1%	1%	

TABLE H | Applications transferred to other agencies

	Number of applicants transferred	% of Total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	

TABLE I | Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	



ACCESS + EQUITY

The priority areas of the Singleton Council Accessibility Audit (2017) and Disability Inclusion Action Plan (2017-2021) continue to be implemented across the organisation. These plans have been developed in collaboration with the Disability Advisory Committee and the community to ensure greater participation for people with a disability in all aspects of life in Singleton.

The following improvement and enhancement projects have been completed in 2020-2021:



A number of priority access issues have been addressed in the Singleton CBD and street scapes including the Queen Street connection and cycle way on Allan Bull reserve. In addition, kerb and footpath works including pram ramps have been installed in various locations to increase accessibility. Disability parking has been upgraded at Singleton Mall to meet Australian Standards



The completion of the all-abilities playgrounds at Rose Point Park and Riverside Park are significant achievements in providing accessible facilities for the community and have been featured in state awards. Council has also supported Singleton Track and Field to address accessibility elements at Alroy Oval.



Council's website aims to meet the principles and standards outlined in the Web Content Accessibility Guidelines 2.0 and includes content that is readable and understandable. Features include use of plain English, allowing users to change the text size, and navigate pages using their keyboard, photo captions, page design and page structure with assistant technologies in mind, making it easier for users to see and interact with content.



Council has coordinated a range of accessible events for the Singleton community to encourage as many people as possible to participate fully in the life of Singleton. An accessible events checklist was created for all community events which included making provisions for accessible toilets, signage, seating, public transport, parking and assistance dogs.



Singleton Council partnered with Ability Links to include a number of innovative elements which improve inclusivity at our events and facilities. Elements of the 'Including You' Tent including the Teepee with soft toys, weighted pillows and fidgets are available at the Library to encourage accessibility. The noise cancelling headphones and vision kits are available for use at the Library, the Visitor Centre, community events and council facilities.

Singleton Public Library provides resources to assist people with vision or hearing impairment as well as those residents with reduced mobility. In 2020/2021 the library had 1,954 large print books and 1,480 audio books available for loan. Access to 2,646 electronic audio books and 3,536 electronic magazine titles (and their back issues) was also offered. Additionally, the Home Library Service provided regular home deliveries to residents with reduced mobility, including 574 individual and 114 institutional visits throughout the year, resulting in a **combined total of 8,392 loans delivered**.



1,954 large print books



1,480 audio books



2,646 electronic audio books



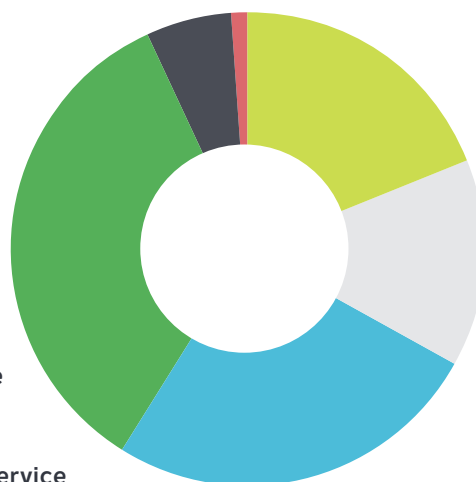
3,536 electronic magazine



574 home Library Service



114 institutional Library Service



CONTROLLING INTEREST

Council held no controlling interest in any companies during 2020/2021.

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 2020/2021:

GENERAL DONATIONS

Bulga Milbrodale Progress Association	\$500.00
Northern Agricultural Association	\$5,000.00
Singleton Combined Rural Hall Committee	\$8,200.00
Singleton Historical Society	\$512.00
Sub Total	\$14,212.00

REIMBURSEMENTS OF RATES PAID

Branxton Rodeo Committee Inc.	\$2,863.44
Broke School of Arts	\$1,737.92
Bulga Community Centre	\$629.58
Elderslie Hall	\$696.30
Glendon Brook Hall	\$538.20
Glendon School of Arts	\$611.03
Mitchells Flat Recreation Club	\$621.69
Warkworth Hall	\$267.42
Whittingham Public School	\$778.53
Sub Total	\$8,744.11

RENTAL REBATES

Singleton Golf Club Association Inc.	\$19,475.00
Sub Total	\$19,475.00
Total Contributions + Grants	\$42,431.11



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 Gym + Swim	Provision of aquatic and gym facilities.
Arrow Collaborative Services Ltd	Arrow Collaborative Services Ltd 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 2020/2021 Operational Plan outlines Council's Pricing Policy which has been established to provide an equitable distribution of the cost of services provided by Council. These services are consumed by various groups and in differing quantities, so it must be determined how the cost of a service is to be distributed among the customers of Council.

PARTNERSHIPS, TRUST + JOINT VENTURES

Hunter Joint Organisation Group Entities

The Hunter Joint Organisation, and its group entities, are the hub for local government collaboration, strengthening our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over sixty years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing. Participating councils include; Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council.

Below are key entities that operate as part of the current enterprise offering:-



Hunter Joint Organisation – a statutory body under the *Local Government Act 1993* (NSW), established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter. The Hunter Joint Organisation's statutory mandate includes identifying key regional strategic priorities, advocating for these priorities, and building collaborations around these priorities with other levels of government, industry and community.



Arrow Collaborative Services Limited (and its wholly owned subsidiary **Hunter Councils Legal Services Limited**) – are companies limited by guarantee under the *Corporations Act 2001* (Cth) and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through its five divisions; Local Government Training Institute, Local Government Legal, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land), and the Regional Policy & Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program (HCCREMS), on behalf of both Hunter JO member councils and Central Coast Council).



Hunter Councils Incorporated - an incorporated association under the *Associations Incorporation Act 2009* (NSW) that holds property assets for the Hunter Joint Organisation group.

Singleton Council has representation on each entity's Board, and shares ownership and/or control with the other nine councils of the Hunter Region.

Hunter Resource Recovery Pty Ltd

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 HRR.

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.



StateCover Mutual Limited

StateCover Mutual was formed as a public company by the Local Government and Shires Association of NSW (LGSA or LGNSW). StateCover insures around 94% of eligible councils and provides a number of ancillary services in conjunction with the actual provision of workplace compensation insurance.

These services include but not limited to:

- Support and advice to councils on developing a return to work program.
- The StateCover online incidents and claims reporting service.
- Assistance and advice in implementing and meeting workplace legislative obligations.

Statewide Mutual

Statewide Mutual was established in 1993 in response to underwriters withdrawing their support for local government in Public Liability and Professional Indemnity cover. Statewide Mutual is owned by Members, governed by a Board comprised of elected member Council representatives, and managed by JLT Public Sector, the premier provider of insurance services to Local Government in Australia.

Statewide Mutual offers innovative practices to the management of Local Government insurance to ensure the protection of Members through stable premiums, cost containment and spread of risk. As Australia's largest local government self-insurance pool, Statewide Mutual deliver substantial benefits to Members.

PRIVATE WORKS

During 2020/2021 no private works were undertaken requiring a resolution under section 67 of the *Local Government Act 1993*.

RATES + CHARGES WRITTEN OFF

Rates and charges written off (including rates reduced or waived for pensioners) during the 2020/2021 period comprised:

CATEGORY 1

Pensioner abandonments	\$446,173.61
COVID19 Rate Rebate	\$21,453.48
Postponed rates written off	\$1,908.73
Other abandonments	\$1,343.41
Sub-total	\$470,879.23
Less: Pensioner rates subsidies	\$248,527.46
Net Rates and Charges written off	\$222,351.77

PLANNING AGREEMENTS

There were seven planning agreements in force during 2020/2021 with the following organisations:



Ravensworth Coal Operations Pty Ltd

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



Liddell Coal Operations Pty Ltd

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



Bulga Coal Management Pty Ltd

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



Mt Owen Pty Ltd

A Voluntary Planning Agreement was entered into on 23 February 2017 with Mt Owen Pty Ltd that relates to the continuation of the currently approved open cut mining operations at Mt Owen and Ravensworth East mines located between the townships of Singleton and Muswellbrook. This Voluntary Planning Agreement totals \$1.024 million with funding being allocated to Economic Development Initiatives, completion of the all-abilities playground at Rose Point Park and funding towards community events.



Warkworth Mining Limited and Mount Thorley Operations Pty Ltd

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

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



United Collieries Pty Ltd (as manager of the United Wambo Joint Venture)

Council signed a Voluntary Planning Agreement with United Collieries Pty Ltd in December 2020 that will contribute \$2.65 million towards community projects. These projects encompass upgrades to the recreational grounds and Main Street of Jerrys Plains along with local projects for Jerrys Plains and Warkworth plus support of the Singleton Community Economic Development Fund (CEDF). The Singleton CEDF has been set up to proactively manage the impacts of mining by using policy funds to increase economic growth and productivity and promote health and wellbeing for the communities of the Singleton LGA.



Bloomfield Collieries Pty Ltd

Council signed a Voluntary Planning Agreement with Bloomfield Collieries Pty Ltd in November 2020 that will contribute \$432,000 in accordance with the Policies of the Singleton Economic Development Fund, which includes (but is not limited to) the following purposes: fostering business and job creation; education & training; sports & recreation; homelessness & mental health; infrastructure and environmental sustainability.



SENIOR STAFF REMUNERATION

As at 30 June 2021, Council employed four Senior Staff being the General Manager, Director Business and Community Services, Director Organisation and Community Capacity and Director Infrastructure and Planning.

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

	GENERAL MANAGER	DIRECTORS (3)
Total value of salary component of package	\$313,262.02	\$704,030.34
Total amount of any bonus payments, performance or other payments that do not form part of salary	\$0.00	\$0.00
Total payable superannuation (salary sacrifice and employer's contribution)	\$29,581.56	\$61,692.68
Total value of non-cash benefits	\$0.00	\$0.00
Total payable fringe benefits tax for non-cash benefits	\$0.00	\$0.00
Total Remuneration Package	\$342,843.58	\$765,723.02

SPECIAL RATE VARIATION

Council applied for a Special Rate Variation in 2013/2014. This application was approved by IPART on 3 June 2014 and adopted by Council on 16 June 2014. The rate increase is effective from the 2014/2015 rating year with a 5% rate increase over and above the rate peg limit and is to remain in Council's rate structure.

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

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

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

Budgeted and completed works from the Special Rate Variation for 2020/2021 include:

WORKS	BUDGET	SPENT	WORKS UNDERTAKEN
Heavy Patching	\$250,000	\$250,000	Assorted local roads across the Local Government Area.
Sealing of Unsealed Roads	\$250,000	\$249,000	400m – Rusty Lane – East Arm
Gravel Road Resheeting	\$329,285	\$315,730	3,820m – Blind Creek Road 2,670m – Myall Creek Road 3,090m – Myrallie Road 670m – Knoddlers Lane

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

The increase will generate an additional \$6.25 million over the first four years to fund infrastructure renewal as identified in Council's Asset Management Plans for the infrastructures asset classes; Roads, Transportation, Drainage, Buildings, and Open space and Reserve

Works funded from this Special Rate Variation by Asset group for the 2020/2021 financial year included:

Roads + Bridges

Works	Budget	Spent	Status
Future Design and Investigation	\$227,000	\$227,000	✓
Kelso Street	\$93,000	\$93,000	✓
Paynes Crossing Bridge replacement	\$100,000	\$100,000	✓
Stanhope Road	\$20,000	\$20,000	✓
Apple Tree Flat Bridge	\$20,484	\$20,484	✓
Pictons Lane	\$7,292	\$7,292	✓
Gibbs Bridge – Putty Valley	\$14,200	\$14,200	✓
Regional Roads Resealing	\$46,737	\$46,737	✓
Maintenance of low maintained roads	\$131,302	\$131,302	✓
Rural Road Resealing	\$604,021	\$604,021	✓
Sub-total	\$1,264,036	\$1,264,036	

Buildings

Works	Budget	Spent	Status
Gym and Swim heat pump and shed installation	\$40,000	\$40,000	✓
Sedgefield Cemetery Toilet Block	\$40,000	\$40,000	✓
Library Roof	\$24,000	\$24,000	✓
Lighting at car park Administration building	\$13,630	\$13,630	✓
Administration Building Air Conditioning	\$46,049	\$46,049	✓
Civil Operations Office Upgrade	\$64,142	\$64,142	✓
Sub-total	\$227,821	\$227,821	

 Complete
  Not started
  Progressing
  Future



Transportation

Works	Budget	Spent	Status
74 George Street Car park	\$153,000	\$153,000	✓
Footpath Construction Bourke St - Elizabeth St to Macquarie St	\$40,711	\$40,711	✓
Bulga Area - Carpark Upgrade	\$17,913	\$17,913	✓
Sub-total	\$211,624	\$211,624	

Stormwater Drainage

Works	Budget	Spent	Status
Charlton Road – Culvert Replacement	\$15,000	\$15,000	✓
Broke Road - Drainage Works	\$130,000	\$26,796	📈
Church Street - York Street to Shaw Street & Bathurst Street - York Street to Albert Street	\$68,838	\$68,838	✓
Blue Bonnet Road Culvert Upgrade	\$62,020	\$62,020	✓
Blaxland Street Drainage	\$12,581	\$12,581	✓
Brookers Bridge Drainage	\$34,581	\$0	✗
Sub-total	\$323,020	\$185,235	

Open Space + Reserves

Works	Budget	Spent	Status
Cook Park 1 Irrigation	\$65,182	\$65,182	✓
Wannaruah Playground Replacement	\$93,661	\$93,661	✓
James White Playground	\$94,289	\$94,289	✓
Upgrading all the backflow meter - Sports Grounds irrigation	\$10,716	\$10,248	✓
Jim Johnston Reserve - Fence removal	\$3,304	\$3,304	✓
Sports Ground Well Metering	\$13,566	\$13,566	✓
Sub-total	\$280,718	\$280,250	
Total	\$2,307,219	\$2,168,966	

 Complete
  Not started
  Progressing
  Future

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 2020/2021:

- **Residential lots: \$25.00**
- **Residential strata lots: \$12.50**
- **Business lots: \$25.00 for every 350m2 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 2020/2021 was \$139,989.00, a total of \$168,271.00 was spent, as additional cleaning and maintenance works were required due to increased rainfall events, utilising \$29,282.00 from funds held in the Stormwater Restricted Asset Account.

These funds were allocated to the following projects:

Project	Budget	Spend
Water quality monitoring	\$20,000	\$0
Installation & maintenance of stormwater quality improvement devices	\$109,989	\$168,271.86
Community education on stormwater	\$5,000	\$0
Community projects such as signs on stormwater pits	\$3,000	\$0
Posters, brochures/leaflets for distribution to the community	\$1,000	\$0
Public exhibition in schools/shopping centres	\$1,000	\$0
Total	\$139,989.00	\$168,271.86



FINANCIAL INFORMATION

Council's Audited Financial Statements and Auditors' Reports for the year ended 30 June 2021 were presented to the public at the Council meeting held on 15 November 2021.

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

Council's General Purpose Financial Statements for the year ending 30 June 2021 shows a net operating result for the year before grants and contributions provide for capital purposes a surplus of \$2.614 million. This result is an improvement on Council's Original Budget forecast of a deficit of \$3.556 million.

The financial statements are attached to the Annual Report and are also available on Council's website.



Underlying operating surplus of \$2.614 million ending 30 June 2021

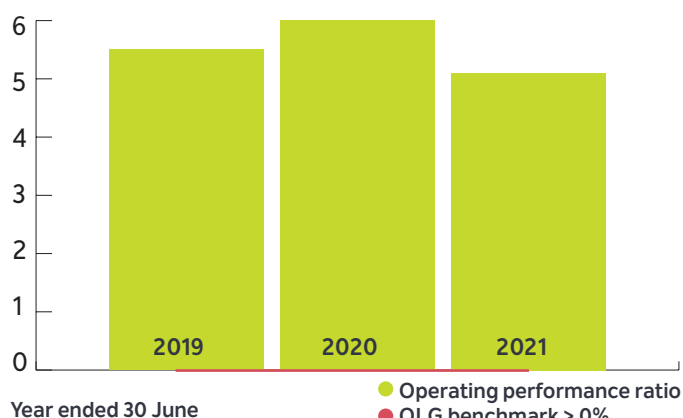
PERFORMANCE MEASURES

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements).

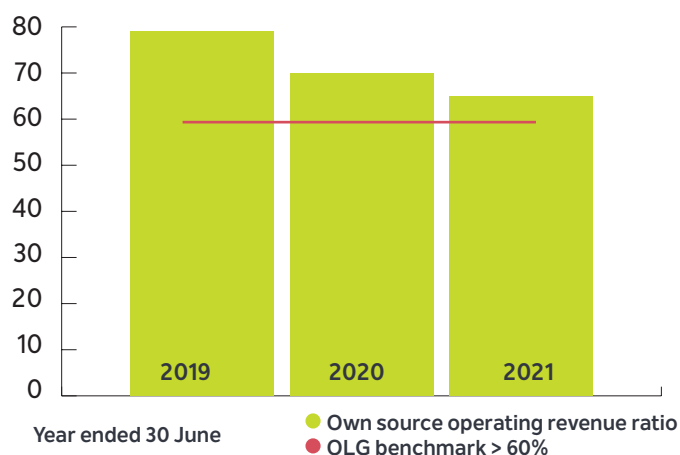
The benchmark set by OLG is greater than zero per cent. The Council met the OLG benchmark for the current reporting period.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions.

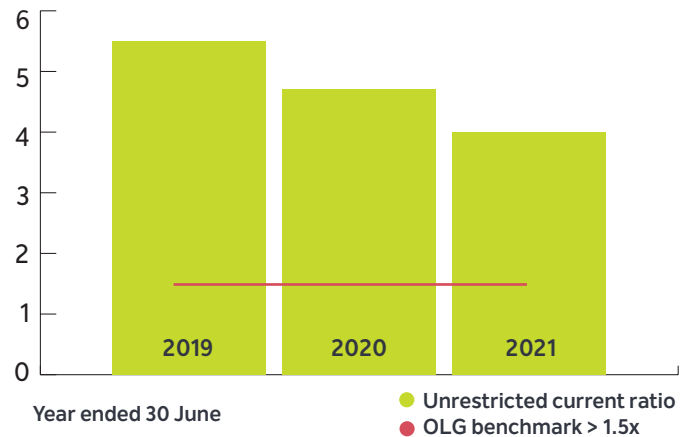
The benchmark set by OLG is greater than 60 per cent. The Council met the OLG benchmark for the current reporting period.



Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due.

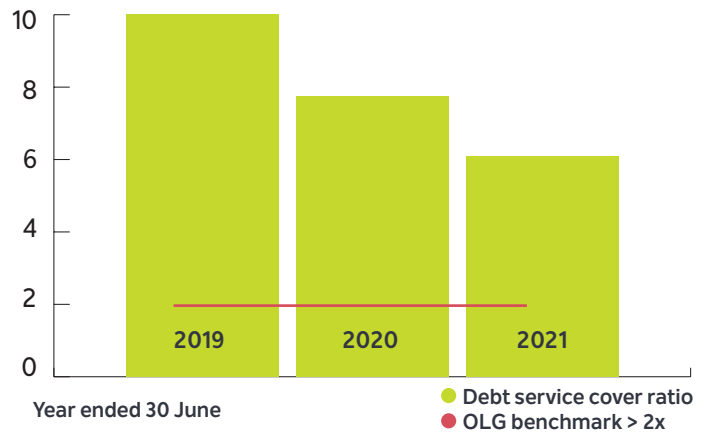
The benchmark set by OLG is greater than 1.5 times. The Council exceeded met the OLG benchmark for the current reporting period.



Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments.

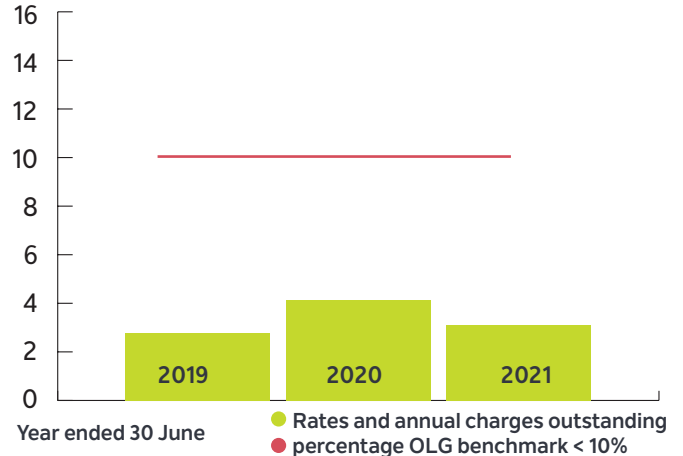
The benchmark set by OLG is greater than two times. The Council met the OLG benchmark for the current reporting period.



Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts.

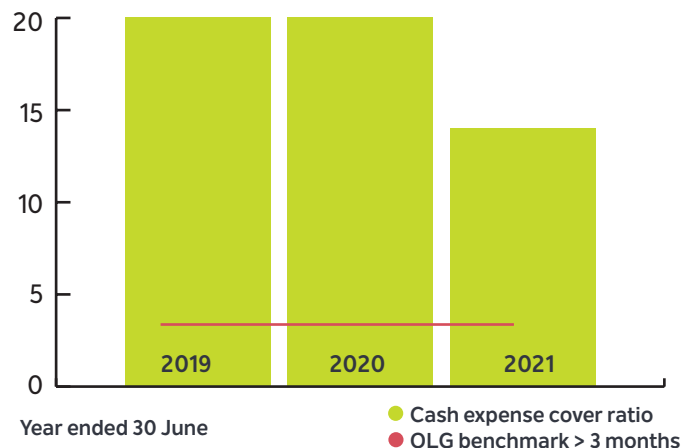
The benchmark set by OLG is less than 10 per cent for regional and rural councils. The Council met the OLG benchmark for the current reporting period.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow.

The benchmark set by OLG is greater than three months. The Council met the OLG benchmark for the current reporting period.



PRIVATE SWIMMING POOL INSPECTIONS



501 private swimming pools

inspected by council during the 2020/2021 reporting period, which included the following inspections:

Type of private swimming pool	Inspections	Inspections resulted in issuing:	Inspections
Inspections of tourist and visitor accommodation	1	A certificate of compliance under section 22D of the <i>Swimming Pool Act 1992</i>	351
Inspections of premises with more than 2 dwellings	1	A certificate of non-compliance under clause 18BA of the <i>Swimming Pools Regulation 2008</i>	119





COMPANION ANIMALS

Singleton Council Rangers are responsible for enforcing companion animal laws within the LGA and for providing ongoing education and advice to the community about responsible pet ownership. In 2020/2021, Council spent \$1.928 million on companion animal activities which includes the construction of a new Animal Management Facility (\$1.551 million). The new facility was completed in February 2021. A total of \$34 thousand has been received in companion animal income.

Animals Currently within the LGA

The NSW Companion Animals Register indicates that there are currently 19,823 identified companion animals in the Singleton LGA, including:

The NSW Companion Animals Register identified only 10,578 animals currently lifetime registered in the Singleton LGA



● Cats
3,324



● Dogs
16,299



This deficit (9,245) may partially be attributed to animals within the LGA that are not yet old enough to be registered or are exempt from lifetime registration, or animals being sold or moved to different owners and details not being updated in the Companion Animals register as required by the owner. Also a lack of understanding by owners of the two-part requirement of identifying and then lifetime registering also contributes to the deficit. Rangers will continue to provide a public education campaign, via social media and the Council website to further reduce these numbers.

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

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



IMPOUNDED ANIMALS



Dogs
101



Cats
29



ALTERNATIVES TO EUTHANASIA

Council has not actively pursued an internal adoption program for unclaimed animals. This has not resulted in any noticeable increase in euthanasia figures as Rangers have continued to maintain their excellent working relationships with over 39 different rescue and rehoming organisations throughout NSW and have established further new contacts within NSW and interstate.



12

Animals humanely euthanised
(4 dogs + 8 cats)



50

Dogs returned to owner



61

Animals released to animal rescues
(40 dogs + 21 cats)



7

Dogs within impound period

DOG ATTACKS



Total number of Dog Attacks for the year to 30/06/2021 reported on the NSW Companion Animal Register:

TOTAL 9

CIRCUMSTANCE

- Dog provoked: 0
- Dogs controlled + owner present: 9

VICTIM TYPE

- Animal: 8
- Human: 5

ACTION TAKEN

- Dog declared dangerous: 1
- Infringement notices issued: 4
- Under Investigation: 3
- Other: 1



OFF LEASH AREAS FOR DOGS WITHIN THE LGA

Council offers a single off-leash dog area located at Merricks Fire Brigade Park, Darlington Road, Singleton.

This area is fenced, provides a “time-out” area for dogs that become over stimulated and provides bags and bins for the disposal of animal waste. The park and off-leash area is open 24 hours per day, 7 days per week.



CONTRACTS OVER \$150,000

Contractor Name	Nature of Goods or Services	Cost ex GST
Robson Civil Projects Pty Ltd	Singleton Town Centre Stage 2 Upgrade - Construction	\$ 5,483,053.18
Bolte Civil Pty Ltd	Elderslie Road Rehabilitation	\$ 1,331,416.64
Pensar Water Pty Ltd	Mt Thorley Reservoir Access Upgrade	\$ 248,573.00
Johnson Health Tech Australia Pty Ltd	Singleton Gym + Swim - Gym Equipment	\$ 268,479.60
Moorecivil Pty Ltd	Kelso Street Road and Drainage Upgrade	\$ 1,082,954.00
Paramount Landscaping Pty Ltd t/as Daracon Landscaping	Townhead Park Bike Track	\$ 315,218.24
Altus Traffic Pty Ltd; DOB Enterprises Pty Ltd t/a Watchout Training and Traffic Control; Fulton Hogan Industries Pty Ltd; Traffic Logistics Pty Ltd; and Workforce Road Services Pty Ltd.	T082021HUN - Provision of Traffic Control	Schedule of Rates
Buttai Gravel Pty Ltd t/a Daracon Quarries; Quarry Products (Newcastle) Pty Ltd; Hebden Quarries Pty Ltd t/a SCE Hebden Quarries	T272021HUN - Supply and Delivery of Road Base Material	Schedule of Rates
Lahey Constructions Pty Ltd	Arts and Cultural Centre - Construction	\$3,418,924.00
Balanced Security Solutions Pty Ltd	Alarm Monitoring and Security Services	Schedule of Rates
Ausroad Systems Pty Ltd	Supply and Deliver Integrated Truck Jet Patcher	\$ 453,221.00
Select Civil Pty Ltd	Lease - Landfill Compactor	\$1,051,145.76
NOV Australia Pty Ltd	Supply of Sewer Pressure Systems	Schedule of Rates
Moorecivil Pty Ltd	Hebden Road - Safer Local Government Roads Rehabilitation	\$ 270,346.00
Hunter Rural Contracting Pty Ltd tas Hunter Rail Civil	Stanhope Road Rehabilitation	\$ 256,525.00
The Green Guys Group Pty Ltd	Solar and LED Solutions	\$ 977,452.10
Category 1 – Supply and Install Road Safety Barriers Irwin Fencing Pty Ltd Guardrail Infrastructure Guardrail Systems D & P Fencing Contractors Category 2 – Supply Only Road Safety Barriers Ingal Civil Products	T412021HUN - Road Safety Barriers	Schedule of Rates
MAK Construction (AUST) Pty Ltd	Broke Shared Path	\$ 562,399.00
Turspec Pty Ltd	Howe Park Field Renewal	\$ 636,615.00
TPG Network Pty Ltd	IT Wide Area Network (WAN) Replacement	\$ 254,556.00
KCE Pty Ltd	Sewer Treatment Plant (STP) Inlet Works Upgrade	\$ 3,677,977.91

DELEGATIONS OF EXTERNAL BODIES

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

1. Section 355 Committees as follows:

- Australia Day Committee
- Singleton Sports Council Committee

2. Upper Hunter Weeds Authority

3. Singleton Council has, pursuant to section 377 of the *Local Government Act 1993*, delegated Hunter Resource Recovery (HRR) the function of providing a waste recycling service being a service and/or facility and/or activity within the meaning of section 24 of the Act.

Hunter Resource Recovery provides Council's kerbside recycling service, and is jointly owned and operated by Cessnock, Lake Macquarie, Maitland and Singleton councils. HRR manages the kerbside recycling collection services contract with Solo Resource Recovery and subsequent recyclables processing by Visy Recycling, as well as individual drop off.

ELECTED MEMBERS' EXPENSES

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

Council has a policy on Councillors' Expenses and Facilities.

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

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

Fees

Mayoral fee (excluding Councillor fee)	\$44,250.00
Councillors' fees	\$202,800.00
Total	\$247,050.00



During the current reporting year, \$88,832.00 was expended on the provision of Councillor facilities and the payment of Councillor expenses, which included payments for the following:

Provision of dedicated office equipment allocated to Councillors	\$8,353.00
Provision of smart phones and telephone calls made by Councillors	\$13,482.00
Attendance of Councillors at conferences and seminars	\$3,776.00
Training of Councillors and provision of skill development	\$12,640.00
Interstate visits by Councillors, including transport, accommodation and other expenses	\$0.00
Overseas visits, including transport, accommodation and other expenses	\$0.00
Expenses of any spouse, partner or other person who accompanied a Councillor	\$0.00
Expenses involved in the provision of care for a child or immediate family member of a Councillor	\$0.00
Catering, corporate wardrobe, insurance and travelling expenses	\$50,581.00
Total	\$88,832.00

LEGAL PROCEEDINGS

Matters	Amount incurred by Council in relation to proceedings taken by or against Council in 2020/2021	Summary of the state of progress of matter and result (if finalised)
Rate and debt recovery action	\$43,529.98	Total costs associated with debt recovery action are recouped from the relevant debtors. The amount recouped \$39,709.57
Singleton Council at Jones Land and Environment Court Class 3 Proceedings 2020/00025030	Legal costs incurred in 2020/2021 were \$9,616.00	The Section 34 Conference was set down for 13 September 2021
Hunter Development Brokerage Pty Ltd t/as HDB Town Planning Land and Environment Court case number 2021/00128111	No legal costs were billed in 2020/2021	The proceedings were listed for conciliation conference on 22 July 2021

OVERSEAS VISITS

No overseas visits occurred during the 2020/2021 period.

PUBLIC INTEREST DISCLOSURES

Council originally adopted a Public Interest Disclosures Internal Reporting Policy on 16 July 2012. This was more recently reviewed and endorsed by Council on 25 November 2019.

Singleton Council 2020/2021

Number of public officials who made public interest disclosures to your public authority	0
Number of public interest disclosures received by your public authority	0
Of public interest disclosures received, how many were primarily about:	0
Corrupt conduct	0
Maladministration	0
Serious & substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
Number of public interest disclosures that have been finalised in the 2019/2020 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?

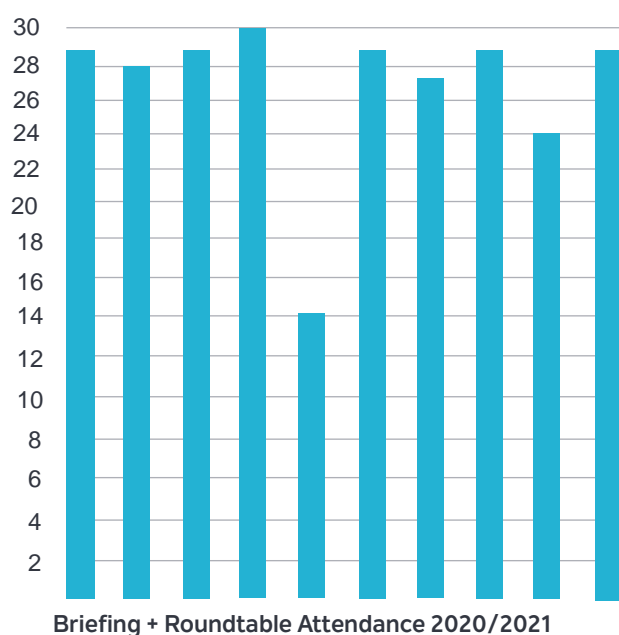
Policy briefing from senior managers, Training provided by your organisation, Training provided by a private sector organisation, Email message to all staff, Links on your intranet site, Links on your internet site, Messages on bulletin boards, Posters, Flyers, Training provided to new staff during induction.

IN THE CHAMBERS

Total of Council Meetings in 2020/2021

11 ordinary | 1 Extraordinary

A total of 155 meeting actions were processed and 22 people addressed the elected Council during public forums held prior to meetings. There were 20 formal responses provided to Questions from Councillors at Council meetings in 2020/2021. In addition to the Council Meetings, 20 Briefing evenings and 10 Councillor Roundtable Discussions were held in 2020/2021. Councillor attendance at Council Meetings, Briefings and Roundtable Discussions in 2020/2021:



FAIR + EQUAL EMPLOYMENT

FOSTERING A RESPECTFUL + INCLUSIVE CULTURE

Singleton Council values, understands and promotes diversity and equal employment opportunity in the workplace.

Singleton Council's Equal Employment Opportunity (EEO) Management Plan 2018/2021, along with underpinning protocols, sets out Council's commitment to providing a workplace in which all workers are treated fairly, equally and respectfully in a harassment and discrimination free environment and provides equal employment opportunities to current and prospective employees. The implementation of this plan continues to support initiatives that ensure Singleton Council has a diverse and engaged workforce in order to provide the best possible service to our Community.

Underpinning this is our Equitable Workplace protocol further outlining Council's commitment to a workplace in which all staff are treated fairly, equally and respectfully in a harassment- and discrimination-free environment.

Singleton Council has a contemporary workforce that reflects the demographics of the community we serve, and we believe our inclusive and collaborative culture contributes to our success. Our 2021 EEO staff survey revealed that 18% of our 2021 workforce was born in a country other than Australia, 3% identified as Aboriginal or Torres Strait Islander and 9% of our workforce has a disability.

HIGHLIGHTS

Fostering a culture of mutual trust and respect is embedded in Council's Workforce Plan: Our People Strategy 2017/2021. Recognising the value of a collaborative, diverse and inclusive workforce forms part of our goal to be an Employer of Choice, a goal which was achieved in 2021. Singleton Council has continued to grow and develop its own people through internal career opportunities. The 2020/2021 FY saw the placement of 34 internal employees into vacant permanent and secondment role opportunities. In addition:

- Singleton Council was announced as an Employer of Choice in the Human Resources Director Australia Awards 2021.
- Our Leadership Development Program was announced as a finalist in the NSW Local Government Excellence Awards in the Leadership Development category 2021.
- Our Swell Program along with our Leadership Development Program won excellence awards in two separate categories in the prestigious Australian HR Awards 2020.
- We achieved Gold Accreditation with Mental Health First Aid Australia Skilled Workplace Program 2020.
- Levels of staff engagement have remained high year on year with an overall average engagement score of 71.2% across the 2020/2021 FY.
- Singleton Council has continued to grow and develop its own through internal career opportunities. Across the 2020/2021 FY we saw the placement of 34 internal employees into vacant permanent and secondment role opportunities.
- Singleton Council has continued its support for traineeships/apprenticeships. Over the last 12 months there has been an increase in traineeships, with nine existing worker trainees being signed up.



71.2%

staff engagement

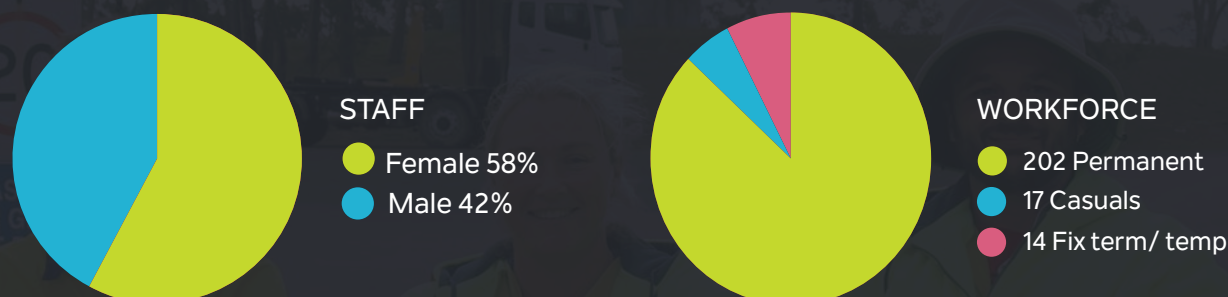


11%

staff turnover

WORKFORCE COMPOSITION

Our People Strategy 2017– 2021 provides the framework for ensuring Singleton Council's services to the community are provided by the right people, in the right jobs, with the right skills and attitude, at the right time.



FLEXIBILITY + SUPPORT

Singleton Council offers real work life balance opportunities by providing a range of flexible workplace support options for staff, including remote access and working from home arrangements. In 2020 approximately 45% of our workforce participated in some form of formalised flexible work arrangement, (includes temporary reduction in hours, permanent part-time, change in work patterns, condensed hours, transition to retirement, additional leave and flexible return from parental leave arrangements and working from home). Flexibility continues to increase through the use of mobile technology resources to all staff including non-office based staff to ensure access to adequate technology to complete the work required. We are now proudly able to confirm that each staff member, from our childcare staff to our road's crews have access to up to date, mobile technology to support their work.

In early 2020 Singleton Council developed a range of strategies to ensure a consistent, fair and innovative approach to working arrangements, including the development of a COVID-19 redeployment guide and action plan. In addition, and to ensure the safety of our staff, we undertook a workforce analysis and provided a range of working arrangements for staff, including working from home, and where required, increased measures to ensure we are compliant with the government recommendations in relation to increased hygiene and social distancing. This approach has continued throughout the 20/21 FY, particularly in relation to the 2021 COVID-19 outbreak in NSW.

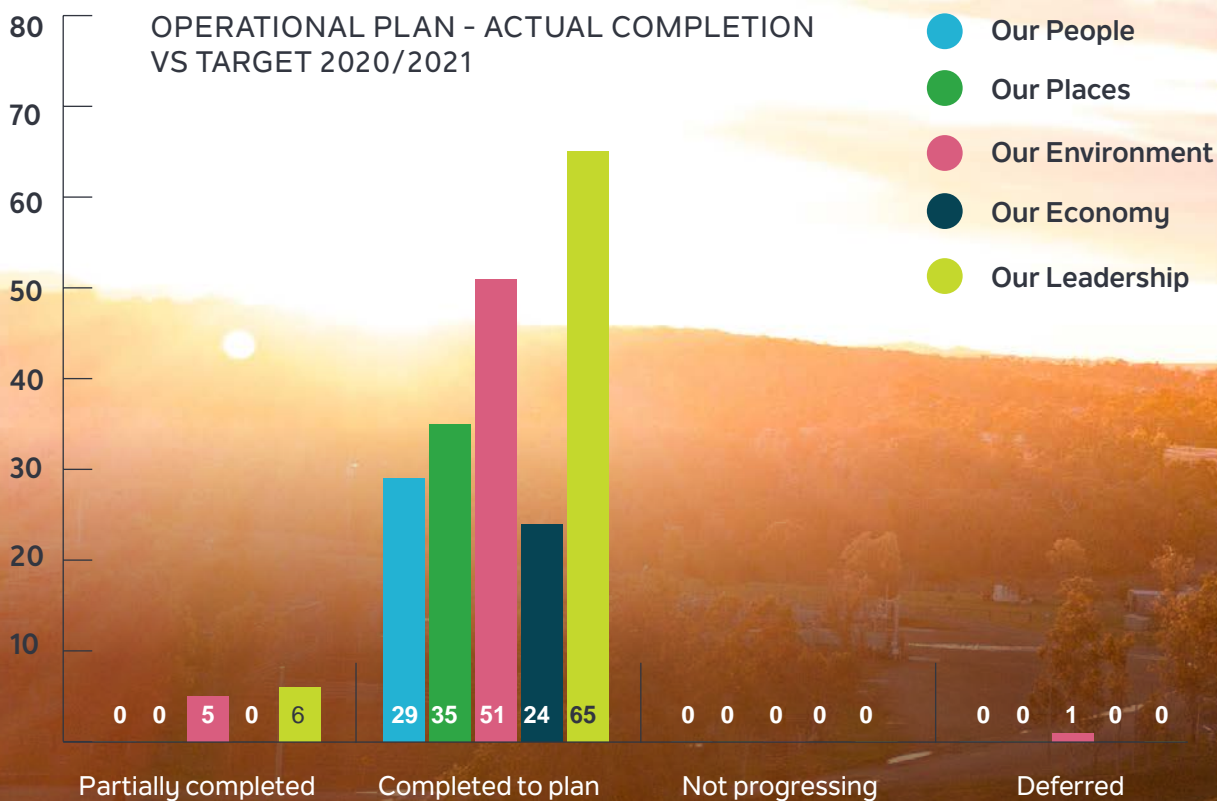
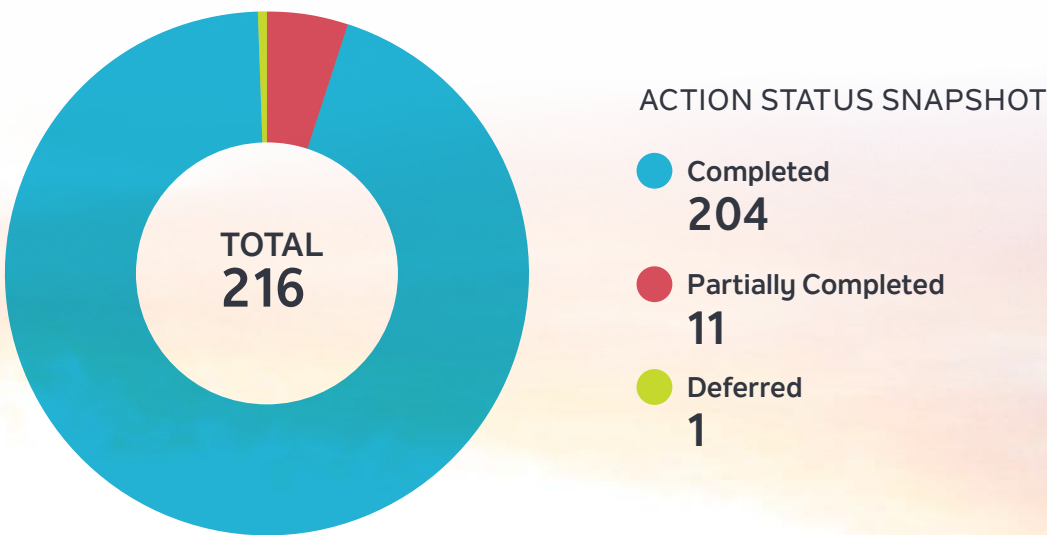
In early 2020, LGNSW and local government unions developed a new opt-in Splinter Award to help manage workplace relations associated with COVID-19. The Splinter Award 2021 has since been developed and once again Singleton Council is party. The Splinter Award sets out a minimum standard for councils, to ensure local government staff are offered the opportunity for continued employment. In these unprecedented and ever-changing times, it represents a real collective effort to ensure we put our people upfront in any considerations of the impacts of COVID-19. The Local Government (COVID-19) Splinter Award 2020 is designed to help preserve jobs, support workers and gives NSW councils greater flexibility to provide suitable alternative duties for employees unable to perform their regular duties due to COVID-19 orders by the State or Commonwealth governments. The Splinter Award also contains close-down procedures which again compels councils to "Explore Suitable Alternative Duties". This is, and will continue to be, Singleton Council's absolute priority to ensure meaningful work for all employees during this crisis.

In a further effort to support our people, the Integrated Risk Management and Human Resources teams have continued to facilitate the Swell Program for a second year. The Swell (Safe and Well at Singleton Council) Program is an innovative approach to safety and wellness that aligns workplace health and safety our employee wellbeing and puts the focus firmly on mental health at work.

The Swell Program allows our people to be their best and contribute fully to their workplace and the broader Singleton community. It focusses on whole of person wellbeing by aligning our Work Health and Safety management system and our Corporate Health and Wellness program under the pillars of mind, body and heart to bring a holistic and systematic approach to promoting, improving and protecting good physical and mental health, wellbeing and resilience throughout the organisation.

OPERATIONAL PLAN

Of the 216 2020/2021 Operational plan actions, 204 (94%) were completed to plan. Of the 204 actions, one action was deferred (1%), and 11 actions (5%) were particiually completed, with an average of 70% progress made, with the remaining work to be completed within 2021/2022 Operational plan.







OUR PEOPLE

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

- 1.1: Provide services and facilities that meet the needs of our Community at different stages of life
- 1.2: Provide social, recreational and cultural services which educate, inspire and entertain
- 1.3: Promote, facilitate and provide services for public health, healthy living and lifestyles
- 1.4: Collaborate with Government and other agencies to improve services relating to but not limited to health, education, integration, connectivity, security and wellbeing
- 1.5: Facilitate and support programs and activities which promote inclusion and celebrate diversity

 Complete  Not started  Progressing  Deferred

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

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

Code	Action	Position	Status	Comments
1.1.1.1	Review and improve the Community Development Management Plan through engagement with community groups and the Singleton Interagency to meet the needs of the Singleton LGA.	Community Development Officer	✓	Singleton Interagency meetings were held regularly all year. Community organisations provided feedback on the state of their service and the needs of the community. Information has been provided to Council through the updating of minutes.
1.1.1.2	Review Singleton LGA social data and produce a report to inform community strategic planning activities.	Senior Socio-Economic Planner	✓	All key social indicator data has been reviewed to provide planning data to inform the Singleton Interagency Action Plan 2021/2023 and Community Planning and Development Framework. Community Grants Fund Round Two is recommended for launch in September to target Social linkages, connectedness and further suicide prevention and mental health training. A well-being index tool is being explored as well as a tool to measure the social impact of social programs. Proposal tabled for consideration.

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


Code	Action	Position	Status	Comments
1.1.2.1	Deliver 2020/2021 actions from the Community Builders funded activities.	Coordinator Community Services	✓	DCJ funded Community Strengthening Stream actions met excepting Indigenous social participation. Due to recent COVID restrictions planned cultural activities, including 2020 NAIDOC celebrations and 2021 art, weaving and bush craft have been postponed. Activities delivered include Singleton Interagency, Bush Tucker Indigenous cooking workshops, Reconciliation week activities, food, and sustainability workshops.

1.1.3: Complete a facility and service provision study for the localities of Hunterview, Singleton Heights and Wattle Ponds to inform the local land use strategy and local contributions planning


Code	Action	Position	Status	Comments
1.1.3.1	Develop and promote Council approved guidelines for altering/retrofitting of heritage structure/items	Coordinator Planning & Development Services	✓	Heritage Guidelines were adopted by Council in December 2020 and are being implemented.
1.1.3.2	Provide technology used to enhance the heritage trail experience	Manager Development & Environmental Services	✓	The Singleton Heritage Map has been developed and is available on council's website . Council will continue to investigate inclusion of the Heritage Walk on the Singleton App




1.1.4: Deliver quality cost effective management of the Singleton Visitor Information Centre to maintain accreditation

Code	Action	Position	Status	Comments
1.1.4.1	Singleton Visitor Information Centre operates maintaining Destination NSW Accreditation within budget.	Coordinator Information Management & Customer Service		Accreditation received from The Tourism Group for 2021/2022.


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

Code	Action	Position	Status	Comments
1.1.5.1	Long Day Care, Mobile Preschool and OOSH operate at or near capacity and with minimised debtors meeting National Quality Framework requirements within budget.	Coordinator Community Services		Long Day Care assessment and ratings meets standards. Service occupancy is 75.04%, active debtors \$326.37. Mobile Preschool occupancy 42.05% capped at 15 with 2 year old's. OOSH assessment and ratings meets standards, occupancy is Before School Care 60.5%, After School Care 85.33%, active debtors are \$2315.

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



Code	Action	Position	Status	Comments
1.1.8.1	Library services continue to meet the needs of the community through visitation, loans and online interactions and meeting Living Learning Libraries NSW	Coordinator Community Services		Of 18 applicable standards, 11 are being met or exceeded and 7 working towards. The library has had 49,937 visitors, 117,037 loans, 15,614 digital loans, 28,732 social media engagement.

1.1.9: Deliver quality cost effective management of Youth Services


Code	Action	Position	Status	Comments
1.1.9.1	Youth Centre services continue to meet the needs of the community within budget through visitation, online interactions and beneficial relationships with	Coordinator Community Services		The Centre engaged with 3,116 visitors, beneficial relationships with external support agencies - 114 bookings, 901 attendees, service provided within budget.

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


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

Code	Action	Position	Status	Comments
1.2.1.1	Develop a Cultural Plan for the Singleton LGA.	Specialist Arts & Culture		Arts and Cultural Program and budget for 2021/2022 was developed and endorsed.
1.2.1.2	In conjunction with local sporting community, implement Sports Council Action Plan.	Coordinator Recreation & Facilities		Council Officers are continuing to implement the Sports Council Action Plan.


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

Code	Action	Position	Status	Comments
1.2.2.1	Deliver priority cultural development actions that align with the community's needs.	Senior Socio-Economic Planner		Collaborated with Arts and Cultural specialist to align arts and cultural programs with social needs and deliver on NAIDOC Art Competition, Art Wear project, Singleton Heights Community Connect, Seniors Festival Community Connect, Men's Health Breakfast and Community Connect and Shadowgram as a tool for Community Engagement for socio economic planning.

1.2.3: Deliver library & learning programs for all ages


Code	Action	Position	Status	Comments
1.2.3.1	Provide quality library services around literacy, recreational and social programs that meet the needs of the community.	Coordinator Community Services		Delivered literacy, recreational and educational based programs, facilitated social based programs, 6,865 participants over 631 sessions.

1.2.4: Deliver library resources & history services for all ages

Code	Action	Position	Status	Comments
1.2.4.1	Library resources and history services are provided for all ages including community input into book and resource selections.	Coordinator Community Services		94.9% of stock suggestions satisfied. 20.4% of selections made by the community. 15 history/heritage activities held, engaging 382 participants.





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


Code	Action	Position	Status	Comments
1.2.5.1	Develop and deliver programs focusing on youth recreation or skill development opportunities engaging community participation.	Coordinator Community Services		Delivered recreational/social skills based programs, engaging 3,246 participants over 326 sessions, 27,515 social media engagement.

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


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

Code	Action	Position	Status	Comments
1.3.1.1	Promote "star on door premises" program to facilitate good public health standards in local food premises.	Environmental Health Officer		Promoted to business at time of inspection. Scores on Doors Newsletter sent to all eligible premises advising them on the program, the benefits of the program and how they can achieve their best rating.
1.3.1.2	Increase community awareness of "star on door premises" program.	Environmental Health Officer		Physical inspection continuing. Businesses encouraged to participate and displaying their ratings for customers. Any 5 star premises being offered the opportunity to have achievement announced on Council's social media platforms and placed on website.


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

Code	Action	Position	Status	Comments
1.3.2.1	Council develops and implements a formal swimming pool compliance education program.	Coordinator Regulatory Services		This program has been implemented and is in the operational phase. The development and implementation of this program is therefore completed. There has been some changes to how the program was originally implemented but this change relates only to the payment of the inspection fees upfront.

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




Code	Action	Position	Status	Comments
1.3.3.1	Develop and deliver initiatives for healthy living and lifestyles.	Senior Socio-Economic Planner		Delivered the Seniors Festival Morning Tea and Community Connect event over 4-23 April. The Seniors Community Connect event featured 20 individual services, 144 seated guests for Morning tea and visitors to the Community Connect event. Community Drug Action Team CDAT "You Choose" Schools education and DRIVE project to promote protective factors against drug and alcohol misuse. Men's Health Breakfast and Community Connect event delivered during Men's Health Week 14-20 June, 2021. The event seated over 100 guests with 4 panelists (Mates in Mining, Men's Health Network, Highway to Well, Singleton Physio Therapy and Allied Health) and 10 Community Connect Site Holders providing information and resources.

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

Code	Action	Position	Status	Comments
1.3.3.2	Conduct a feasibility assessment across council owned land to identify the suitability of a Mountain Bike Track considering land use planning, environmental impacts, life cycle costs and site management framework	Coordinator Recreation & Facilities		The Feasibility report has been completed with public consultation currently being undertaken.

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

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

Code	Action	Position	Status	Comments
1.4.1.1	Conduct planning in collaboration with the Interagency forum to integrate health and wellbeing outcomes for Singleton.	Senior Socio-Economic Planner		Strategic planning workshops completed to finalise the Singleton Interagency Action Plan 21-23. Further working groups meetings have been scheduled in July to commence implementation of strategies. Key pillars of the plan are Mental Health, Vulnerable Families, Transport, Community Hub and Housing/Homelessness. This plan completes the Advocacy cycle and feeds into Council's CSP process and provides evidence for social programs planning and funding through Resources for Regions annual Future Fund allocation.
1.4.1.2	Ensure the Interagency meetings are focused on current issues, integrated across all Council's future planning activities and attended by the right stakeholders including FACS, NCOSS and other peak bodies	Senior Socio-Economic Planner		Conducted weekly agenda meetings with the Community Development Officer. Developed a report to Bi-monthly Singleton Interagency meeting in June 2021. Provided an update on the implementation of the Singleton Interagency Action Plan 2021-23 at the meeting. Presented the process model for planning which places an emphasis on the advocacy process to ensure maximum engagement from council, councillors, state and Federal MPs. Approval received for Community Hub Business Case and Mental Health Navigator funded through Resources for Regions NSW. Received sponsorship for a 12 month program of 10 Community Connect events to ensure that services and information are targeted to the appropriate groups. Community Hub is activated and taking bookings from 09 June 2021. Services providing outreach to the Heights via the Temporary Hub space.
1.4.1.3	Review and update advocacy agenda in line with Councils priorities.	Coordinator Communication & Engagement		Document designed and updated and rolled out in April 2021 for use in State by-election impending Federal election.





1.5: Facilitate and support programs and activities which promote inclusion and celebrate diversity



1.5.1 In partnership with the Community strengthen local arts and culture

Code	Action	Position	Status	Comments
1.5.1.1	Undertake community consultation and planning for the Townhead Park Arts & Culture Centre.	Manager Strategy & Engagement		Community consultation and planning for the Singleton Arts & Culture Centre has been undertaken throughout 2020/2021 as part of the planning and current construction of the facility. This has included face to face, workshops, web based, social media, print, emails, surveys and mail out.
1.5.1.2	Develop an operating model for the Townhead Park Arts & Culture Centre that considers the community needs and the costs of delivery.	Specialist Arts & Culture		Arts and Cultural Centre Operating Framework developed and endorsed. Due to be rolled out in 2021/2022 upon the opening of the Arts and Cultural Centre.

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

Code	Action	Position	Status	Comments
1.5.2.1	Deliver four free community events that promote inclusion, community participation, wellbeing and happiness.	Coordinator Community Participation		<p>Unfortunately COVID put a stop on a couple of free community events but the events that were delivered were well received. A christmas programme was developed in lieu of Christmas on John Street. Council worked with community groups and local business to deliver a christmas themed programme which included a library santa grotto, John Street fairy lights, new christmas lights for the outside tree and light up your store business activation and find Little helpers competition. Australia Day Civic event which was livestreamed and seen by 4000 viewers. Anzac Day had great patronage by the community. Firelight was visited by over 3,000 attendees and had a great economical effect on the businesses that stayed open. The event had great feedback and planning will be underway for the next event. Firelight included performers for all ages and diversities and enhanced the Streets in Shared Spaces activation.</p> <p>An additional free community event is being planned - Freedom Of Entry - Celebrating 55 years . Saturday 16th October. The planning is well underway with A saluting their Service grant applied for. Smaller Civic centre events like Seniors Festival annual event was planned and executed.</p>
1.5.2.2	Assist the community to promote their planned Bi-centennial events	Senior Socio-Economic Planner		Point of contact for all programmed events on the event calendar. Assisted community groups to make alternative arrangements where events have been cancelled or postponed due to COVID-19. Refer any funding requests as appropriate.

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

1.5.2.3	Deliver Singleton Bi-centennial Program	Coordinator Community Participation		Due to COVID restrictions - The Singleton Festival was not part of the event calendar this year. However Council is working hard to assist Rotary development with the Arts prize, Smoke in Broke to expand in 2022. Council has assisted many community events to ensure they were safe and well managed including Quarry Mining charity bike ride, Broke Village markets, Singleton Triathlon Club.
1.5.2.4	Provide assistance to community groups and organisations when establishing new events or enhancing existing events	Coordinator Community Participation		All community led events that take place on community land are processed within the event process. This allows all business units to review their application and make comments to ensure the event is safe and well managed. It also allows Parks and Recreation to ensure the event space is well manicured for the event. Assistance has been given in regards to COVID-19 safeplans and advice given event management. This year we have seen new community event applications come through this efficient system and the community have been helped through the event process from start to finish. Council has been fluid in their approach to events and in particular markets giving a year approval to ensure the process collaborates for both the community and council. Smoke in Broke has again been a successful event showcasing Broke and enabling local community groups and schools to gain funding. The Emergency Services day planning has commenced and will again be enhanced this year with a successful grant application. Council also supported a Community Connect Day at Singleton Neighbourhood Centre through Interagency & as part of the TEI funding agreement. Naidoc has unfortunately been postponed to late in the year.





OUR PLACES

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

- 2.1: Provide safe and well-maintained facilities and infrastructure
- 2.2: Improve transport connectivity and support sustainable alternatives
- 2.4: Facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community
- 2.5: Promote and facilitate sustainable village living



Complete



Not started




Progressing




Deferred

2.1: Provide safe and well-maintained facilities and infrastructure

2.1.1: Prepare and implement "works as executed" process for all projects listed in the Capital Works Program

Code	Action	Position	Status	Comments
2.1.1.1	Develop a Quality Management System that meets industry best practice	Director Planning & Infrastructure Services		This system development is on track with a 31 December 2021 completion target.

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

Code	Action	Position	Status	Comments
2.1.2.1	Conduct condition assessments on all critical road, drainage, building, open space and transportation assets.	Coordinator Assets		All condition assessment completed and reflected in the capital work program.

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

Code	Action	Position	Status	Comments
2.1.4.1	Implement maintenance activities on New England Highway to improve visual aesthetics.	Coordinator Recreation & Facilities		Council staff have commenced maintenance activities on the New England Highway.

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


Code	Action	Position	Status	Comments
2.1.6.1	Develop and implement levels of service for open spaces and reserves	Coordinator Recreation & Facilities		Council officers have reviewed the current levels of service and developed new draft levels of service for open space and reserves for implementation in 2021/2022.
2.1.6.2	Maintain open spaces and reserves to agreed levels of service.	Parks Management Officer		The mowing scheduled has been completed with all parks serviced as per service level agreements. Throughout June the parks team has commenced under pinning tree's and garden work throughout the LGA. The maintenance team is starting to sand and oil furniture throughout the CBD area.




2.1.8: The civic precinct is well maintained and accessible

Code	Action	Position	Status	Comments
2.1.8.1	Maintain civic precinct to a safe, presentable and functional condition.	Coordinator Recreation & Facilities		Regular maintenance is being undertaken in accordance with current levels of service.
2.1.8.2	Promote the services, capacity and availability of the Civic Centre.	Coordinator Community Participation		<p>The Civic Centre has undertaken some minor remediation work effectively when issues have arisen to ensure it can exceed customer satisfaction. It has obtained new furniture, electronics upgrade and continues to be regularly serviced to regulatory requirements.</p> <p>COVID 19 safeplans have been produced to ensure the safety of the civic patrons is managed to NSW Health regulations. Tree removal has been completed at the front of the civic for risk management and for improved aesthetics pending the beautification grant in 2021/2022.</p>


2.1.9: Deliver Local & Regional Road Maintenance Program

Code	Action	Position	Status	Comments
2.1.9.1	Maintain local and regional roads to trafficable safe condition in accordance with the Asset Management Framework.	Coordinator Civil Operations		Maintain local and regional roads to trafficable safe condition in accordance with the Asset Management Framework.



2.1.10: Deliver CBD Maintenance Program

Code	Action	Position	Status	Comments
2.1.10.1	Maintain CBD precinct to a safe, presentable and functional condition.	Parks Management Officer		<p>John street tree's have started to be under pinned and two super sonic bird deterrents have been installed in John street to help minimise the bird faeces along the foot paths and furniture. All furniture will be sanded and oiled throughout June and July.</p> <p>The CBD is being swept and kept cleaned as per service level agreements.</p>

2.1.11: Deliver Building Maintenance Program

Code	Action	Position	Status	Comments
2.1.11.1	Maintain Council facilities to a safe, presentable and functional condition.	Coordinator Recreation & Facilities		Regular maintenance is being undertaken in accordance with current levels of service.


2.1.12: Perform regular infrastructure inspections for safety and maintenance

Code	Action	Position	Status	Comments
2.1.12.1	Conduct routine inspection on Council facilities for identification of maintenance needs.	Facilities Management Officer		Council officer have undertaken inspections of council facilities for maintenance requirements.
2.1.12.2	Conduct routine inspection on Council infrastructure for identification of maintenance needs.	Coordinator Civil Operations		All planned inspections for financial year quarter 4 (April-June 2021) completed on time.

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

Code	Action	Position	Status	Comments
2.1.14.1	Deliver all specified Roads, Drainage and Transportation projects as listed in Council's 2020/2021 Capital Works Program to budget, on time and to quality standards.	Coordinator Capital Works Programming		All 2020/2021 Capital works projects for Roads, Drainage and Transportation have been completed.
2.1.14.2	Deliver Capital Works Program for open space, reserves and buildings projects 2020/2021.	Coordinator Recreation & Facilities		All 2020/2021 Capital works projects for open space, reserves and buildings have been completed.
2.1.14.3	Develop one, four and ten year Capital Works Programs.	Coordinator Assets		1-4-10 years capital work program completed.
2.1.14.4	Complete review of capital works process to identify opportunities for planning, delivery and reporting of projects.	Director Planning & Infrastructure Services		The improvement in capital works process is on track with a 31 December 2021 completion target.
2.1.14.5	Design 3 year Capital Works Program for Roads, Drainage & Transport.	Coordinator Capital Works Programming		Council has finalised a 10 year capital works program and have commenced the design process for these projects. This project is scheduled over two years in line with the 2021/2022 Operational Plan.



2.1.15: Deliver drainage and broader public domain maintenance

Code	Action	Position	Status	Comments
2.1.15.1	Develop and implement a drainage and public domain program to maintain infrastructure in safe, presentable and functional condition.	Coordinator Civil Operations		Drainage structure maintenance completed in line with level of service - remedial corrections to reported issues as well as proactive cleaning of major drainage structures bi annually, or after a significant storm event. Levee bank valves and major pits have been checked, with the pits being cleaned, following the recent (March 2021) storm and flood events.




2.2: Improve transport connectivity and support sustainable alternatives


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

Code	Action	Position	Status	Comments
2.2.1.1	Complete a report formally reviewing land use zoning around existing and proposed transport and infrastructure corridors, which gives consideration to land use compatibility, minimisation of land use conflict and protection of visual amenity (LSPS Action 4.2.1)	Senior GIS Officer		The project will progress in 2021/2022 in line with the adopted Operational Plan 2021/2022.
2.2.1.2	Investigate electric car charging facilities provided in Singleton LGA	Waste Technical Officer		Memorandum of Understanding received from Ausgrid regarding installation of EV charging facilities.
2.2.1.3	Support and promote increased public transport options between Singleton and Newcastle and Sydney	Sustainability Officer		Initial correspondence has been undertaken to TransportNSW in regards to preliminary vision workshops towards a Singleton Place Plan, which will aim to address public transport networks within Singleton, current and future patronage of active and public transport methods, and inter connectivity with other regional areas using public transport. Review of other regional transport plans to assess and examine possible framework for a Singleton-based plan. Importantly Council's advocacy work has led to an increased daily train service between Singleton and Newcastle.
2.2.1.4	Develop a Weeds Management Strategy that considers a risk-based approach to restricting the spread of priority weeds and pests from public and private land to neighbouring properties and natural areas	Manager Development & Environmental Services		Weed strategy has been developed with input from the Weed Management Committee. Actions have been identified for inclusion on the 2021/2022 Operational Plan.
2.2.1.5	Establish long term land use management targets for balancing competing land uses	Manager Development & Environmental Services		Land management metrics have been identified to report against a 2017/2018 baseline year. The metrics include area of mapped weed infestation (% and ha), area of blue and green connected areas (% and ha), area of riparian restoration (% and ha) and area of mining rehabilitation land, offset land, buffer land (% and ha) and land uses (# and type).

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


Code	Action	Position	Status	Comments
2.2.2.1	Upgrade 390m of footpath to cycleway on Blaxland Avenue	Traffic Engineering & Road Safety Officer		Project has been completed.

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


Code	Action	Position	Status	Comments
2.2.3.1	Submit funding applications to the State/ or Federal Government for Road Safety + Active Transport projects based crash history & as listed in Council's Cycleway Plan.	Traffic Engineering & Road Safety Officer		There is no Active Transport funding this year.

2.3: Provide safe and reliable water and sewer services

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

Code	Action	Position	Status	Comments
2.3.1.1	Seek funding for the construction of the Bulga Milbrodale Water Supply scheme.	Development Engineer - Water & Sewer		Continuing to explore suitable grant funding to deliver this program and this will extend into the 2021/2022 Operational Plan.

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


Code	Action	Position	Status	Comments
2.3.3.1	Maintain high quality water supply to Singleton through annual review of Singleton's Drinking Water Management System.	Manager Water & Sewer		The draft Drinking Water Management System document has been drafted and reviewed by Council and is currently being reviewed by NSW Health prior to implementation.



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


Code	Action	Position	Status	Comments
2.3.5.1	Collate and complete Department of Planning, Industry and Environment Annual Reporting to determine Council's performance against other Local Water Utilities.	Manager Water & Sewer		Data collection for Department of Planning Industry and Environment Annual Reporting was submitted on 01/10/2020 prior to the adjusted due date of 04/10/2020. DPIE recently released the 2018/2019 comparison data against other local water utilities. This data was used for comparison included in the updated Customer Service Plan which went to Council in October 2020.
2.3.5.2	Maintain high quality water and sewer services by implementing Best Practice Management Plans and Strategies.	Manager Water & Sewer		Best Practice targets are continuing to be met and performance is constantly monitored. The achievement of these is demonstrated in the Water and Sewer Customer Service Plan. The updated Integrated Water Cycle Management Strategy (IWCM), required under Best Practice Management, is currently under preparation. Council has been successful in receiving Safe and Secure Grant Funding for remaining elements of the IWCM. Council is also currently updating Drought and Emergency Response Management Plan in conjunction with the Upper Hunter Water Alliance Councils.

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


Code	Action	Position	Status	Comments
2.3.6.1	Conduct the 2020/2021 Capital Works Program for Water and Sewer.	Coordinator Utilities Engineering		Major Sewer Pump Station Upgrade - Complete Gowrie Reservoir Upgrade - Progressing. Pump rectification issues complete and in testing. Delayed due to COVID restrictions. Water Main Renewal - Tulloch Ave water main renewal complete. Mt Thorley Reservoir Access Upgrade - Construction complete. Inlet Works Upgrade Study - Reviewing tender submissions. Tender award for design and construct project scheduled for June 21 with project execution to begin in July 21. Minimbah Reservoir Upgrade - Design complete Redbournberry Standpipe design RFQ out for review. Sewage Treatment Plant lab equipment upgrade complete. Access hatch upgrade - complete.

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

2.4.1: Review the Singleton Local Environmental Plan

Code	Action	Position	Status	Comments
2.4.1.1	Undertake a review of the Singleton Local Environmental Plan against findings of the Local Planning Statement review.	Senior GIS Officer		As part of the Local Housing Strategy project, a review has been undertaken of housing permissibility in different zones and opportunities for amendments to the Singleton Local Environmental Plan 2013 to address gaps in housing provision. The project will continue in 2021/2022 in line with the adopted Operational Plan 2021/2022.


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

Code	Action	Position	Status	Comments
2.4.4.1	Complete exhibition and finalisation of new Heritage Conservation Management Plan (Map), including review of the Singleton Heritage Management Plan.	Coordinator Planning & Development Services		The project will continue in 2021/2022 in line with the adopted Operational Plan 2021/2022.

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


Code	Action	Position	Status	Comments
2.4.8.1	Implement the Mount Thorley Warkworth Heritage Grants Program	Coordinator Planning & Development Services		Heritage Grant program implemented through Heritage Advisory Committee.

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

Code	Action	Position	Status	Comments
2.4.9.1	Review and implement new section 7.11 and section 7.12 Development Contributions Plans	Strategic Landuse Planner		Review of existing 7.11 Contributions Plan complete with Council endorsing the development of a 7.12 Development Contributions Plan at its July meeting. The project will continue in 2021/2022 in line with the adopted Operational Plan 2021/2022.

2.5: Promote and facilitate sustainable village living

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

Code	Action	Position	Status	Comments
2.5.1.1	Implement the Singleton Village Master Plans as funding becomes available.	Coordinator Recreation & Facilities		No funding is currently available.





OUR ENVIRONMENT

We value, protect and enhance a sustainable environment

- 3.1: Collaborate to enhance, protect and improve our environment
- 3.2: Educate and advocate to improve air quality in Singleton
- 3.3: Promote efficient water and waste management and increase reuse and recycling
- 3.4: Collect and manage urban stormwater effectively
- 3.5: Manage and reduce risks from environmental pollution and disease
- 3.6: Increase the planning and preparedness for natural disasters



Complete



Not started




Progressing




Deferred

3.1: Collaborate to enhance, protect and improve our environment


3.1.1: Deliver the Community Education for Sustainability Plan

Code	Action	Position	Status	Comments
3.1.1.1	Develop and implement a Sustainability Education Program that includes community participation in energy efficiency training and programs	Coordinator Environmental Services		This is a recurring action that is undertaken throughout the year. A Sustainability Education and Engagement Plan is proposed to be developed for the 2021/2022 financial year to provide a more strategic approach to sustainability education.

3.1.2: Increase community participation in environmental events and workshops

Code	Action	Position	Status	Comments
3.1.2.1	Implement the Sustainability Education Plan.	Waste Technical Officer		This project has been deferred to 2021/2022.

3.1.3: Support community organisations to obtain funding for environmental projects

Code	Action	Position	Status	Comments
3.1.3.1	Inform community organisations of potential funding opportunities for environmental projects.	Senior Economic Development Officer		This action now forms part of the Sustainability project which includes community communications on potential funding opportunities for environmental projects.

3.1.4: Advocate in stakeholder forums for improvements to our environment


Code	Action	Position	Status	Comments
3.1.4.1	Represent Council at Scheduled Upper Hunter Mining Dialogue and Working Group meetings, Joint Organisation of Councils meetings and other relevant stakeholder forums.	Manager Development & Environmental Services		Council staff attend the Upper Hunter Mining Dialogue and associated working groups when scheduled. Council staff attend meetings at the Joint Organisation, including Directors Forums and Waste Managers Meetings.
3.1.4.2	Investigate benefits of membership to the Global Covenant of Mayors and the Climate Council Cities Power Partnership	Manager Development & Environmental Services		Council staff have investigated participation in both the Global Covenant of Mayors and the Climate Council Cities Power Partnership. Council has joined the Cities Power Partnership through a resolution at the October Council Meeting. Council staff have recommended not joining the Covenant of Mayors due to the cost/benefit associated with the membership.



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

Code	Action	Position	Status	Comments
3.1.5.1	Implement the Environmental Services Strategy.	Manager Development & Environmental Services		Singleton Sustainability Strategy has been developed and adopted by Council. The Environmental Services Strategy on a Page has been developed and implemented through establishment of key priority areas against the identified sustainable development goals, and the development of metrics to report to Council and the community on performance against the Strategy.
3.1.5.1	Develop a Singleton Housing Strategy (LSPS Action 2.3.1)	Senior GIS Officer		A revised draft of the Local Housing Strategy has been prepared, however the project has been put on hold until the 2021 Council elections have occurred.
3.1.5.2	Carry out liveability assessments of urban areas (LSPS action 1.1.1)	Sustainability Officer		Project Brief for Liveability Assessments have been completed, and currently undertaking procurement options. Funding for the project will be sourced for under Resources for Regions. The project will continue in 2021/2022 in line with the adopted Operational Plan 2021/2022.
3.1.5.3	Develop sustainable design guidelines that include energy efficiency measures for council building and facilities and life cycle of building materials	Sustainability Officer		Draft guidelines to be used as an education resource are currently being produced. Supported by undertaking local case studies to showcase Singleton-based sustainable housing. The project will continue in 2021/2022 in line with the adopted Operational Plan 2021/2022.
3.1.5.4	Conduct a review of council renewable installation feasibility through study based on use and cost	Manager Development & Environmental Services		Baseline study complete. renewable energy feasibility reported to Council in May 2021. Renewable installations across seven of council's high energy users will be undertaken by 31 December 2021.
3.1.5.5	Conduct an audit of Council energy efficiency opportunities	Waste Technical Officer		Energy Efficiency Audit and Improvement Project lead by Mark Ihlein and scheduled for completion Dec 2021.
3.1.5.6	Actively pursue investment projects for green energy	Manager Development & Environmental Services		Baseline study complete. renewable energy feasibility reported to council in May 2021. Renewable installations across seven of council's high energy users will be undertaken by 31 December 2021.
3.1.5.7	Develop Character Statement for John Street Stage 3 that includes consideration of liveability, safety, engagement and environment	Sustainability Officer		A Draft Character Statement for John Street Stage 3 has been completed (known as the Town Centre Railway Precinct). Comments and submissions from the Singleton LSPS exhibition period has stated that more community consultation is required in regards to creating these statements. This project will continue in 2021/2022 in line with the adopted Operational Plan 2021/2022.
3.1.5.8	Encourage greater participation in the Community Garden	Manager Development & Environmental Services		A meeting has been held with the garden committee, investigation commenced into actions to support participation and management of the garden. Council staff have consulted with other organisations including Rotary on collaboration projects for the garden. A project proposal for grant funding has been prepared for the next round of Community Infrastructure funding.

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







Code	Action	Position	Status	Comments
3.1.6.1	Develop a Biodiversity Policy to identify and promote management strategies for conserving biodiversity	Coordinator Planning & Development Services		Biodiversity Policy and Weeds Strategy completed and on public exhibition.
3.1.6.2	Develop a Weeds Strategy for the LGA.	Manager Development & Environmental Services		Draft weed strategy prepared, reviewed by committee. Report to council in April 2021.
3.1.6.3	Promote/participate in urban and village greening initiatives to restore trees and vegetation in the urban landscape	Manager Development & Environmental Services		A project proposal for grant funding through Resources for Regions is under development for a natural areas master plan, which will incorporate urban forests. DCP amendments in relation to vegetation have been adopted by council in 2020.

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


Code	Action	Position	Status	Comments
3.1.7.1	Develop a Vineyards and Rural Tourism Strategy (LSPS Action 4.3.1)	Coordinator Planning & Development Services		The project will progress in 2021/2022 in line with the adopted Operational Plan 2021/2022.
3.1.7.2	Develop and Implement a Sustainability Procurement Policy	Manager Development & Environmental Services		Procurement Policy adopted in 2020/2021 includes sustainability actions. Additional sustainable procurement initiatives including assessment against ISO20400 and risk/opportunities assessment are in progress to develop an implementation and training program for embedding sustainable procurement within the organisation.
3.1.7.3	Purchase items made from recyclable materials collected in LGA for public use.	Manager Waste and Circular Economy		A number of items made from recycled plastics by REPLAS have been purchased for a number of projects across Council services. Planter box's, outdoor furniture, sleepers for retaining walls and fencing posts are included within the items purchased. In addition to this the intention is to use a recycled asphalt that contains soft plastics, rubber crumb, toner cartridge's and glass for the construction of the carpark at the Waste Management Facility.
3.1.7.4	Continue to support and promote the reduction in use and recycling of single use plastics, soft plastics and other problem wastes	Manager Waste and Circular Economy		The management of soft plastics program and other problem wastes is continuing to be promoted and recycling options for these waste streams are available to the residents of the Singleton LGA at the Waste Management Facility. The polystyrene processing equipment has been commissioned and the processed material has been packed ready for recycling. Two mattress muster have been held in January and May with approximately 1,000 mattresses being recycled via the two events. A tyres muster was also held in May with approximately 770 tyres being collected for recycling.
3.1.7.5	Encourage establishment of Repair cafes, tool library and other businesses/ programs to the LGA	Waste Technical Officer		Included links within Sustainability Hub baseline website content, including library's Cake Tin and Toy Libraries.



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

Code	Action	Position	Status	Comments
3.1.8.1	Capture baseline data of renewable energy usage in the Singleton LGA and generate baseline energy footprint	Manager Development & Environmental Services		The end of term State of the Environment Report due for release in November 2021 includes baseline data.
3.1.8.2	Promote increasing the proportion of renewable energy consumed in the LGA	Waste Technical Officer		Promoted Lake Mac Empowering Homes webinar (22 Oct) on socials with all appropriate links. Included links to NSW Gov. Energy Saver website with baseline Sustainability Hub Content.
3.1.8.3	Report results of baseline data and renewable energy to the community	Waste Technical Officer		Data collation has occurred in preparation of the State of Environment Report and End of Term Report. Baseline data (2017/2018) has been captured (re; energy, waste, waste, water, gas, fuel), as well as comparative data (2018/19, 2019/2020). This data has been collated for use in the Sustainability Advantage: Bronze Membership Application. Link to Global SDG data within Sustainability Hub content is already live and available to the community.
3.1.8.4	In association with the OEH, promote programs and subsidies available to households and businesses to assist them with improving energy efficiency and installing/retrofitting renewable energy infrastructure	Waste Technical Officer		Baseline content within the Sustainability Hub details an extensive list of programs, initiatives and funding available - including content and links regarding the NSW Gov Energy Saver website. Sustainability Hub content will be reviewed monthly (at a minimum) and updated with new information as required to ensure content remains relevant and up to date. Review schedule to be completed. Hub to be launched in March 2021.
3.1.8.5	Promote the use of energy efficient devices for households and businesses	Manager Development & Environmental Services		Promotion included in content under Sustainability Hub on council's website.
3.1.8.6	Support businesses and households in conducting energy audits to identify primary sources of energy use and identify actions to reduce consumption	Manager Development & Environmental Services		Information regarding energy auditing has been included on Sustainability Hub.

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

Code	Action	Position	Status	Comments
3.1.11.1	Implement inspection program for unauthorised and unregistered OSSM Systems.	Coordinator Regulatory Services		The project is progressing in 2021/2022 in line with the adopted Operational Plan 2021/2022.

3.2: Educate and advocate to improve air quality in Singleton



Represent Council on the Upper Hunter Air Quality Advisory Committee

Code	Action	Position	Status	Comments
3.2.1.1	Collaborate with the Upper Hunter Air Quality Advisory Committee to deliver air quality initiatives.	Manager Development & Environmental Services		Council is represented by a Councillor on the committee. Staff have reviewed reports prepared by industry regarding impacts of air quality in the region. Staff have provided comment on reports by NSW Mining and local mining projects regarding the impacts of air quality on community and the environment. Additional commentary has been provided regarding the impact of climate change on air quality outcomes.
3.2.2.1	Provide access to air quality data and information.	Manager Development & Environmental Services		Staff have included provision of air quality data on council's website through links to the NSW Government's Upper Hunter Air Quality Monitoring Network.

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

Code	Action	Position	Status	Comments
3.2.2.2	Promote the woodsmoke flu cleaning rebate program.	Manager Development & Environmental Services		Council provides rebates for woodsmoke reduction via council funded scheme. In 2020, the scheme was promoted through council's website and facebook pages.
3.2.2.3	Continue to advocate for cumulative impact study for Upper Hunter to: Consider and assess long term cumulative impacts on agricultural lands, mineral and natural resources, ecosystem services, community settlements and health arising from current and projected land-use across the LGA	Manager Development & Environmental Services		Council staff have met with the NSW Minerals Council to discuss issues around air quality and a cumulative study on the impacts of air quality. Council has included in its Local Strategic Planning Statement an action to investigate post mining land use consequences. This study will inform what, if any, future actions are required for cumulative impacts. Council has also included the cumulative impacts of mining in submissions on State Significant Developments as well as within its advocacy agenda.

Leverage outcomes for the community through the Upper Hunter Mining Dialogue

Code	Action	Position	Status	Comments
3.2.3.1	Develop a procedure for local site rehabilitation issues (LSPS Action 3.4.1)	Coordinator Planning & Development Services		The project will progress in 2021/2022 in line with the adopted Operational Plan 2021/2022.
3.2.3.2	Prepare a discussion paper on rehabilitation post mining (LSPS Action 3.4.2)	Coordinator Planning & Development Services		A project Brief has been developed, and officers are awaiting on suitable funding to undertake the project, noting that the State Government has rejected an application for project funding through the R4R Program on the basis that it doesn't meet the funding criteria.




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


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

Code	Action	Position	Status	Comments
3.3.1.1	Participate in regional circular economy forums.	Manager Waste & Circular Economy		All regional meetings have been attended with information being shared between councils, which has lead to some regional projects coming closer to being up and running. Council participated in the regional workshop on Tuesday 13 of April to develop a roadmap for the circular economy in the Hunter and the think tank event later in May.
3.3.1.2	Development baseline data on key waste streams and water usage.	Manager Waste & Circular Economy		Data for key waste streams and CRC materials has been compiled and waste metrics have been developed. Installation of water tanks at the waste management facility has been undertaken.
3.3.1.3	Implement a waste app to promote waste services across the LGA.	Manager Waste & Circular Economy		The Waste App is nearing completion with the addressing data is in the final stages of cleansing and will be uploaded into the app data base in July/August 2021. The Communication Team are working on releasing the App during September/October 2021. The App is going to allow all waste information to be accessed by the Singleton residents as well as some other Council services, which is what is being finalised now before release.
3.3.1.4	Complete a review of the Burragan Recycling Shop.	Manager Waste & Circular Economy		The operation of the recycling shop has been reviewed with staff and changes were made to the layout of the shop with new shelving and display units installed. In addition to this a clean-up was also undertaken to remove items that had been in the shop for an extended time and/or were unlikely to sell. High demand items were identified and the removal of these items is prioritised from the incoming waste for sale. A full service level review of the recycling shop will be included in a Waste Services Service review to be conducted in 2021/22.
3.3.1.5	Report to the Sustainability Committee on activities undertaken to: Work with OEH, UHMD and Business Chamber to support and promote local businesses Promote shopping locally	Manager Development & Environmental Services		Targets for reporting on performance have been developed. Consultation activities are reported to the Committee on a Quarterly basis. Annual sustainability report to be prepared outlining actions undertaken, including spend in Singleton initiative implemented during COVID 19.


3.3.2: Implement the Singleton Waste Strategy 2013-2031

Code	Action	Position	Status	Comments
3.3.2.1	Review and develop the Singleton Waste Strategy aligned to the NSW Waste Strategy.	Manager Waste & Circular Economy		A draft waste strategy has previously been developed. Council were awaiting the release the NSW EPA 20 year waste strategy document prior to finalising our own strategy to ensure that there was alignment between the two strategies, however, this NSW EPA document which was to be release in March 2021 was only just been released in June. Council will now progressing with the finalisation of this document in the 2021/2022 financial year.


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

Code	Action	Position	Status	Comments
3.3.3.1	Represent Council at Scheduled Hunter Regional Joint Organisation of Councils meetings and other relevant stakeholder forums for local waste management.	Manager Waste & Circular Economy		Regional waste meetings have been attended via ZOOM and face to face and discussions between Councils have allowed information sharing. A regional Mattress tender was conducted, which Singleton Council was part of.

3.3.4: Implement the regulator approved Integrated Water Cycle Management Plan

Code	Action	Position	Status	Comments
3.3.4.1	Complete the 8-yearly review of the Integrated Water Cycle Management Plan	Manager Water & Sewer		The review of the Integrated Water Cycle Management Plan is complete. The draft Options Paper has been developed and consideration of these is currently scheduled for discussion with the relevant stakeholders in July. The completed strategy will be considered by Council following the Council elections and put on public exhibition prior to adoption.


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

Code	Action	Position	Status	Comments
3.3.5.1	Participate in quarterly Upper Hunter Water Alliance meetings to develop consistent approach to water and sewer management in the Upper Hunter.	Manager Water & Sewer		The fourth quarterly meeting of the Upper Hunter Water Alliance was held in May 2021. The Alliance reviewed Completion Status on each Council's Integrated Water Cycle Management Plan, progress of the joint Drought and Emergency Response Management Plan, participation in SmartWaterMark's Water Night 2021 and cessation of Liquid Trade Waste Services.



3.4: Collect and manage urban stormwater effectively

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

3.4.1.1	Implement a stormwater monitoring program.	Coordinator Civil Operations		Record storage and administration for program established. Zones identified. Scoping and matching budgets to occur as next stage of program. Budget changes as part of Sept Quarterly Budget Review completed, additional funds made available to commence CCTV inspection and cleaning of pits in zone 9. Cleaning works have commenced in QTR 3 FY 2020/2021 and were completed in during quarter 4 Financial Year 2020/2021.
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3.4.2: Deliver Stormwater Quality Improvement Program


3.4.2.1	Deliver stormwater maintenance to improve quality stormwater.	Coordinator Civil Operations		No GPT installations for the FY year 2020/2021. Maintenance of existing GPT's ongoing.
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3.4.3: Implement effective urban stormwater collections strategies in the planning and programming of drainage stormwater assets in accordance with Drainage Asset Management Plan and Urban Stormwater Study

3.4.3.1	External funding opportunities will be investigated	Manager Infrastructure Services		Council has investigated funding opportunities to implement effective urban stormwater collection strategies. To date no funding opportunities have been realised.
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3.5: Manage and reduce risks from environmental pollution and disease


3.5.1: Maintain stockpile sites to reduce the environmental impacts

Code	Action	Position	Status	Comments
3.5.1.1	Maintain current environmental mitigation measures for all Council stockpile sites.	Coordinator Civil Operations		No non-conformances were reported for 2019/2020, with no significant incidents occurring as a result of recent poor stockpiling practices or failed control measures.

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


Code	Action	Position	Status	Comments
3.5.2.1	Meet legislative licence requirements for Waste Management Facility (EPA and SafeWork NSW).	Manager Waste & Circular Economy		Waste Management Facility staff are completing their daily safety checks on vehicles and tasks and have identified some hazards through Councils reporting system. A number of initiatives are underway to ensure Council meets the requirements of the EPA license and these will be advanced over the next 12 to 24 months . We had a breach of license conditions in March that required an EPA notification and was due to excessive rainfall generating large volumes of leachate, which caused the leachate dam to overflow. leachate has been removed from site by tanker over the last 3 months and future short term options for leachate management are being considered to ensure compliance with EPA license, prior to the finalisation of the site master plan, which will address long term compliance options for leachate management. Council have submitted all information required to the EPA including the annual return for the site license and completed all environmental monitoring required.

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


Code	Action	Position	Status	Comments
3.5.4.1	Review and test the Pollution Incident Response Management Plan for the Singleton Sewage Network and Treatment Plant at least annually.	Coordinator Water & Sewer Delivery		The Pollution Incident Response Management Plan testing was completed in 2019/2020.

3.6: Increase the planning and preparedness for natural disasters



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

Code	Action	Position	Status	Comments
3.6.1.1	Review and update Emergency Management Map data annually for Council staff emergency responders and the community.	Coordinator LAMS		Emergency Maps, EMplan data and Site in place Emergency reports to assist for Suburb/property and road information all available.


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

3.6.2.1	Complete exhibition and finalisation of new Floodplain Risk Management Plan.	Manager Development & Environmental Services		The completion of the new Floodplain Risk Management Plan has been carried over to 2021/2022 following implementation of the NSW Flood Prone Land Package and additional rework required to the model. Once modelling is completed, a report will be prepared for Council to exhibit the Plan.
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3.6.4: Provision of a responsive, effective emergency management system

Code	Action	Position	Status	Comments
3.6.4.1	Conduct annual review of Emergency Management Plan and report changes.	Manager Infrastructure Services		The Singleton Emergency Management Plan has been reviewed and endorsed by the Local Emergency Management Committee.
3.6.4.2	Attendance at all Local Emergency Management Committee Meetings.	Manager Infrastructure Services		Council Officers have attended all emergency management committee meetings.

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

Code	Action	Position	Status	Comments
3.6.5.1	Deliver Asset Management Plans for each asset class identifying critical assets, with completed Risk Register assessed with consideration in the event of natural disaster.	Coordinator Assets		Draft AMPs for Road and Drainage completed, the rest of AMPs are progressing and due to completion in September 2021.





OUR ECONOMY

We have an innovative, sustainable and diverse economy

- 4.1: Attract new investment to increase the diversity and resilience of the Singleton economy
- 4.2: Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change
- 4.3: Continue to support local tourism operators for the promotion of Singleton as a tourism destination
- 4.4: Inform and inspire our community to be prepared and embrace jobs of the future
- 4.5: Enhance relationships between local business, industry and government to set strategic economic goals
- 4.6: Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2027
- 4.7: Facilitate the development of a night time economy for Singleton
- 4.8: Foster initiatives that strengthen Singleton's brand identity

 Complete  Not started  Progressing  Deferred


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

4.1.1: Build effective relationships with potential investors in Singleton

Code	Action	Position	Status	Comments
4.1.1.1	Promote Singleton business strengths and opportunities to potential investors via website content.	Senior Economic Development Officer		Singleton business strengths and opportunities to potential investors via website content has been updated on Singleton's website and also with monthly updates to the new Up - Upper Hunter investment and regional attraction website. Funding has been sought to create high quality content and materials from Resources For Regions Round 8 in order to improve content further.
4.1.1.2	Create an investor database and distribute 6 monthly investment information.	Senior Economic Development Officer		This action will be assessed within the Destination of Investment Choice project that is underway and the Industry Attraction and Investment activation program that has requested funding from Resources for Regions Round 8.
4.1.1.3	Deliver or progress four programs or initiatives for Singleton economic development.	Senior Economic Development Officer		Four programs have been delivered to progress economic development and support local businesses through economic shocks and unprecedented changes resulting from the 2019/2020 bushfires and the COVID-19 global pandemic. These have been focused on recovery, re-build and resilience. Due to the economic shocks in 2020 focus was on economic support for existing local businesses rather than potential investors. 1. Spend in Singleton Shop Local program - resulting in over 130 businesses participating in the program and promotional campaigns to encourage residents to shop local. This has seen an increase of residents local expenditure of 3.3% increase in 2020 from 2019 and an 8% increase of local resident expenditure in the LGA during April - June 2020 at the highest impact of COVID-19 (source: Spendmapp data). 2. Businesses Support Business program which saw over \$80,000 of \$250 Spend in Singleton Gift Cards help support local businesses with essentials that were purchased from local businesses in the Singleton LGA. 3. Christmas Shop Local program which increased local resident expenditure by 5.3% in 2020 compared to December 2019. (source: Spendmapp). 4. Business relief and rebuild fund which provided over \$100,000 of support through the BHP Vital Resources fund to 13 local businesses who did not receive funding relief from other sources.
4.1.1.4	Implement actions listed in the Socio-economic Development Strategy	Manager Strategy & Engagement		Implementation of the Socio-economic Development Strategy 2020/2024 is tracking to schedule, key actions undertaken in the 2020/2021 year included: - Advocate to change the Resources for Regions Fund to an allocation based on mining affectation, royalties contribution, reduced benefit cost ratio and reduced co-contribution - Commencement of the Destination of Choice for Investment project - Development of a business plan for Lake St Clair - Ongoing improvement in tourism service offerings including local tourism operators, local events and wine tourism - Development of Arts and Culture Policy, Strategy and commencement of construction of the new Arts and Cultural Centre - Pilot of community hub which can direct people to mental health services and a range of community services.




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

Code	Action	Position	Status	Comments
4.1.2.1	Promote Singleton as an attractive place to invest by providing high-quality engaging advertising material in the Hunter Business Review and government platforms.	Manager Strategy & Engagement		Singleton has featured in a number of articles in the Hunter Business Review, has a profile in the Hunter Investment Prospectus 2021, has a profile on the Regional Australia Institute Move to More website and is achieving coverage as country living with city benefits through the promotion of the Living Laneways project and the enhancement of livability in Singleton with the most recent article published on the domain.com.au website.


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

Code	Action	Position	Status	Comments
4.1.3.1	Collaborate with the Singleton Business Chamber to support and grow local business.	Manager Strategy & Engagement		Singleton Council and Singleton Business Chamber have collaborated on a number of programs to support and grow local business during the impacts of the 2019/2020 bushfires and the COVID-19 pandemic. They have delivered 5 programs across Shop Local, Business Supporting Business, Christmas Local Shopping, Business Relief and Rebuild Funding and Business Training and Skills Development. Providing \$250,000 of support to the business community during the challenges that 2020 and 2021 have brought. They are currently working towards a future partnership with another 5 programs to support local business through the Resources for Regions Round 7 and Round 8 funding that will provide further business resilience training, digital transformation activation to encourage regional business growth, industry development programs and economic diversification programs to support the long-term resilience and transition of the Singleton economy.
4.1.3.2	Improve reporting of economic data to Singleton business sector.	Senior Economic Development Officer		Singleton Council has provided economic data to a number of organisations to facilitate successful grant applications and understand the challenges of the recent economic shocks on their business. Given the need to access more real time data, Council has invested in the Spendmapp expenditure program that provides data based on credit card transactions for local expenditure by residents and visitors to enable Council to respond more quickly to the rapid and complex changes happening in our industries.

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


Code	Action	Position	Status	Comments
4.1.4.1	Provide up-to-date Singleton investment information via the Council website and print material.	Senior Economic Development Officer		Information continues to be added to the Singleton website regarding the Singleton Economy. Funding within Resources for Regions Round 8 has been applied for to further develop Singleton's position and assets, improve content and materials and create a high quality investment prospectus to better engage Regional NSW investment teams and Austrade opportunities. It will also increase the quality and engagement with Singleton information on Upper Hunter initiatives such as the Upper Hunter investment website.

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


Code	Action	Position	Status	Comments
4.1.5.1	Implement the marketing program to promote Singleton business opportunities.	Senior Economic Development Officer		This action will be picked up within the Destination of investment choice program and the operational actions for 2020/2021. It is also part of the Industry Attraction and Investment activation program including in the funding application for Resources for Regions Round 8.

4.2: Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change

4.2.1: Collaborate with Industry Organisations to provide information, training or workshops for local business

Code	Action	Position	Status	Comments
4.2.1.1	Collaborate to develop and deliver a program that supports business training to increase business resilience and capacity.	Senior Economic Development Officer		Singleton Council and Singleton Business Chamber partnered to run Business Training workshops in 2020 on cashflow, resilience and digital marketing as part of the support for recovery from the 2019/2020 bushfires and COVID-19 and Small Business Month. Singleton Council also secured funding for a business skills development program to support local businesses and assist their recovery, rebuild and future growth. This funding has been received and the program starts in July 2021 and runs to June 2022.


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

Code	Action	Position	Status	Comments
4.2.2.1	Complete one industry requirements assessment report for a key industry in the Singleton LGA.	Senior Economic Development Officer		Singleton Council is progressing a review of tourism and the visitor economy industries which have informed the development of a Service Level Agreement that is in progress with HVWTA and is informing the next phase of the Tourism Improvement Project for 2021/2022 as well as the Singleton Visitor Economy Strategy to be produced by June 2022 and the Hunter Valley Destination Management Plan update. In addition to this Singleton Council has applied to the Resources for Regions Round 8 funding to undertake a comprehensive industry, economic and business review across the Singleton LGA to inform economic diversification action plans, roadmaps and industry development programs.




4.3: Continue to support local tourism operators for the promotion of Singleton as a tourism destination

4.3.1: Develop and deliver joint activities to maximise the effectiveness of the Hunter Valley Wine Tourism Alliance

Code	Action	Position	Status	Comments
4.3.1.1	Deliver the Singleton Council-related actions from the Hunter Valley Wine Tourism Alliance meeting.	Senior Economic Development Officer		Singleton Council have delivered actions within the Hunter Valley Wine Tourism Alliance and the Alliance Working Group that was formed to support the effects of the 2019/2020 bushfires and COVID-19 pandemic. In addition to this Singleton Council currently holds the secretariat role for the Hunter Valley Wine Tourism Alliance for 2021 which includes facilitating quarterly meetings, actions and minutes and hosting the meetings.

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


Code	Action	Position	Status	Comments
4.3.2.1	Partner with Hunter Valley Wine Tourism to promote Singleton as a tourism destination.	Senior Economic Development Officer		Singleton Council has provided significant support and funding of \$200,000 to support a strong Hunter Valley Destination Marketing Program that ensured Hunter Valley was significantly promoted after the effects of the 2019/2020 bushfires and the COVID-19 pandemic. Council staff also supported Hunter Valley Wine Tourism with the completion of other successful grant applications within the Bushfire Local Economic Recovery Fund and the Tourism Industry Capacity Building and Community Connectedness Program that will provide mentoring, skills development and networking support to the Wine and Tourism Industries. In addition to this another \$100,000 of funding split equally to support the Around Hermitage Association and Broke Fordwich Wine Tourism Association with marketing initiatives to aid their recovery and future sub region growth. Singleton Council has also pledged funding and economic development support to aid the update of the Hunter Valley Destination Management Plan during 2021 and 2022.

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

Code	Action	Position	Status	Comments
4.3.3.1	Work with local tourism operators to develop a Singleton Tourism Strategy and promote the tourism identity for Singleton	Senior Economic Development Officer		A tourism operator engagement survey has been completed with over 20% return. This will be used to inform future visitor economy strategy and develop the tourism/visitor identity for Singleton. Tourism operator consultation has also taken place with Around Hermitage Association and Broke Fordwich Wine Tourism Association and local famils that have further informed the Singleton Tourism Visitor Economy Strategy. Marketing support has also been provided to local tourism operators to promote the identify of Singleton, and a new visitor guide has been published and distributed across the region.
4.3.3.2	Engage with the Singleton LGA tourism network for the delivery of actions to improve the local tourism experience	Senior Economic Development Officer		The Tourism Improvement Project Stage 1 has included significant engagement with the Singleton LGA tourism network including local operators, Hunter Valley Wine and Tourism Association, Broke Fordwich Wine Tourism Association and Around Hermitage Association. The engagement has included survey's, consultation and actions to improve the local tourism experience. This has included provision of a new Singleton tourism guide and local brochures, a tourism directory available online, a re-introduced guide to What's on and Events in Singleton to allow visitors and residents to access all that Singleton has to offer. It also included funding support for a Hunter Valley Destination Marketing Campaign during 2020 and 2021.

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


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

Code	Action	Position	Status	Comments
4.4.1.1	Deliver or progress two jobs-growth initiatives for jobs of the future.	Senior Economic Development Officer		<p>Funding has been secured and programs started for three initiatives that will support local worker pathways, jobs and opportunities. These include</p> <ol style="list-style-type: none">1. Singleton Worker Support Employment Pathways Program funded by Resources for Regions 7.2. Singleton Indigenous Worker Support Pathways Program funded by Resources for Regions 7.3. Support to Solider On with regards to a Employment Pathways Program for local Defence family members and veterans. <p>In addition, a employer focused program has been developed in 2021 with an application for funding put forward to Resources for Regions Round 8 for a Singleton Employer Connect Program to support local industry and businesses overcome skilled staff shortages and plan for further workforce growth based on further labour force growth projections.</p>




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

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


Code	Action	Position	Status	Comments
4.5.1.1	Represent Council at the industry cluster forums including Hunter Valley Wine & Tourism Association, Upper Hunter Economic Diversification Working Group and AGL Liddell Transition Working Group.	Manager Strategy & Engagement		Singleton Council has been represented with attendance at key industry forums including Destination NSW, Hunter Valley Wine & Tourism Association, Upper Hunter Economic Diversification Working Group, Local Buying Foundation Advisory Committee, Singleton Business Chamber workshops, Upper Hunter Mining Dialogue Joint Economic and Social Development Working Group, AGL Liddell Transition Working Group and Regions Rising Summit.

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

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


Code	Action	Position	Status	Comments
4.6.1.1	Provide information and support to enable the local community and businesses to apply for funding.	Senior Economic Development Officer		During 2020 and 2021, Singleton Council has worked closely with businesses, the Singleton Business Chamber, community and community organisations including The Salvation Army and The Singleton Neighbourhood Centre, to allow community members to access Bushfire and COVID-19 bushfire funding and support to allow our communities to recover, rebuild and build resilience. Economic and community data has been provided to industry, particularly in tourism to help secure grant funding to support industries most impacted by economic shocks. In addition to this Singleton Council and Singleton Business Chamber have worked with state and federally funded programs such as the Strengthening Business program that exist to help local businesses put together a roadmap for recovery and growth.

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


Code	Action	Position	Status	Comments
4.6.2.1	Submit grant funding applications for priority Council projects.	Senior Economic Development Officer		During 2020/2021, Singleton Council has submitted a significant amount of grant funding applications and been successful with many of these to support infrastructure, programs, services and events. This includes \$6.5M funding from the Resources for Regions Round 7 funding, with another \$8.5M funding applied for in Round 8.

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

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

Code	Action	Position	Status	Comments
4.7.1.1	Deliver two evening/twilight events annually including Christmas on John Street.	Coordinator Community Participation		Due to COVID, Firelight was the only Twilight event to occur this year but planning is underway for an annual event calendar to include 2 x twilight events 2021/2022.

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

Code	Action	Position	Status	Comments
4.7.2.1	Collaborate to deliver safety initiatives through the Singleton Liquor Accord.	Coordinator Community Participation		Plan B safety initiatives activated with Firelight. Trade licence approved, alcohol management plan signed by Around Hermitage - Posters displayed in alcohol areas.

4.8: Foster initiatives that strengthen Singleton's brand identity

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

Code	Action	Position	Status	Comments
4.8.1.1	Provide a functional, accurate and visually attractive Council website with up to date content.	Coordinator Communication & Engagement		Council's website has been an important communication tool in the past year, particularly to convey information about the impacts on services as a result of COVID requirements. The website is updated almost daily in consultation with all business units and provides reliable, up-to-date information to our community in a format that is easy to use.
4.8.1.2	Formalise the Singleton Tourism Brand by developing and implementing a tourism style guide.	Senior Economic Development Officer		The tourism branding of Where Adventure Begins was formalised this year with the publication of the Singleton Visitor Guide and the development of a more formalised tourism style guide.
4.8.1.3	Review and update Council's style guide to maintain brand integrity and relevance.	Coordinator Communication & Engagement		A review of Council's Style Guide was undertaken to update the document to ensure Council's brand continues to be relevant, fresh and modern. A number of opportunities for improvement were identified, and further improvements will be implemented in the 2021/2022 financial year.





OUR LEADERSHIP



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

- 5.1: Council's service delivery is aligned with our Community's needs and delivered the best way possible
- 5.2: Services are provided by the right people, in the right jobs, with the right skills and attitudes at the right time
- 5.3: Provide accurate and timely communication to our Community
- 5.4: Develop strong partnerships to deliver services
- 5.5: Improve the connectivity between the Community, Stakeholders and Council to create an informed Community
- 5.6: To lead, govern and regulate in an ethical, equitable and transparent way
- 5.7: Infrastructure services, facilities and Council are managed in a financially sustainable way


 Complete  Not started  Progressing  Deferred

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


5.1.1: Implement an integrated risk management system

Code	Action	Position	Status	Comments
5.1.1.1	Review the Integrated Risk Management Framework by 31 December 2020.	Manager Integrated Risk		The Integrated Risk Management Framework has been reviewed, updated and endorsed by Leadership Team.
5.1.1.2	Conduct a range of audits to drive improvements in our Integrated Risk Management System.	Manager Integrated Risk		The annual StateCover WHS self audit and the risk management maturity self assessment have been completed with both audits showing an improvement on last year's results. The overall score for the WHS self audit is 92.3% while the risk management maturity score is 83.3%.


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

Code	Action	Position	Status	Comments
5.1.2.1	Continue evolution of Council's data recovery systems to allow for quick seamless restoration of IT systems in the event of a disaster.	Coordinator Information Systems		The Disaster Recovery systems upgrade has been completed.

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

Code	Action	Position	Status	Comments
5.1.3.1	Implement actions from the Customer Service Strategy that will enhance the customer experience in dealing with Council.	Coordinator Information Management & Customer Service		Customer Service Strategy document is now up for renewal.

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

Code	Action	Position	Status	Comments
5.1.4.1	In consultation with the organisation and industry experts, develop an encompassing ICT Strategy to guide the development of the ICT systems over the next three to five years.	Manager Corporate Services		Summarised staff survey results, updated self assessment of ICT capabilities and created key strategic headings. On track for completion as per Project Management Plan.





5.1.5: Implement the Singleton Council Environmental Sustainability Plan

Code	Action	Position	Status	Comments
5.1.5.1	Implement the Community Sustainability Strategy.	Manager Development & Environmental Services		Actions for implementation have been incorporated into the Operational Plan.

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

Code	Action	Position	Status	Comments
5.1.6.1	Continue participation in the OEH Sustainability Advantage program	Manager Development & Environmental Services		Council is continuing to participate in the Sustainability Advantage Program and is working on an application to seek Bronze Membership in 2020/2021.


5.1.7: Demonstrate delivery of services aligned to community needs

Code	Action	Position	Status	Comments
5.1.7.1	Report performance of Council to the community based on industry benchmarks and community satisfaction.	Business Improvement Specialist		Our key performance measures are captured in our KRM results which are published in our annual report.
5.1.7.2	Conduct Service Delivery Reviews of Council services to improve delivery including feasibility of outsourcing opportunities.	Business Improvement Specialist		Key areas for outsourcing of services in line with Councils Service Delivery Review process include: 1. Singleton Regional Livestock Market - 100% complete - New tender awarded to AAM Investment Group Pty Ltd, commenced July 1, 2019. 2. Gym & Swim - 100% complete - New tender awarded to Belgravia, commenced July 1, 2019. 3. Lake St Clair - 100% complete - New tender awarded to Belgravia, commenced July 1, 2019. 4. Civic Centre - 100% complete - Decision to maintain Council operation of Civic Centre and explore outsourcing operation of the commercial kitchen.


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

Code	Action	Position	Status	Comments
5.1.8.1	Facilitate program for development of Service Level Agreements for Council services provided to the Community.	Business Improvement Specialist		A program and framework has been developed and implemented to enable Council Service units to review, develop and assess Service Level Agreements to provide the Community with the services required.
5.1.8.2	Council performance against formal Service Level Agreements are tracked and reported annually.	Business Improvement Specialist		A KRM Report is reported quarterly and presented to the Councilors and Business Unit Reporting is conducted across every department with a monthly update provided to the Councilors.


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

Code	Action	Position	Status	Comments
5.1.9.1	Applications to amend land use and development planning are processed within legislative timeframes.	Coordinator Planning & Development Services		Applications have been processed within legislative timeframes.

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


Code	Action	Position	Status	Comments
5.1.10.1	Develop a waste services customer service plan	Manager Waste & Circular Economy		A Waste Customer Service Plan has been developed and will be uploaded to Councils website. The Customer Service Plan outlines the types and level of waste service available to Singleton residents and rate payers. Waste area has 2 staff nominated CX Champions that will be working to develop the Council wide approach to customer service. GHD have been appointed to develop the master plan and have provided Council with a draft design report. Council waste staff have reviewed the design basis report and provided GHD with initial feedback and have a meeting booked in July to discuss the finalisation of the design basis report. Once the design basis report is finalised a meeting with the EPA will be organised to discuss prior to moving to the design phase. Following the EPA meeting the project will move onto a more detailed design and staging process, with the entire process of master plan was expected to be a multi-year development and is expected to be completed by June 2022, however the intended work for 2020/2021 has been completed with the draft design basis report development.

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


Code	Action	Position	Status	Comments
5.1.11.1	Provide high quality water and sewer services that are 100% compliant with environmental and health requirements.	Coordinator Water & Sewer Delivery		All water services were provided in line with the Australian Water Drinking Water Guidelines. Council report 53 incidents, typically as a result of sewer overflows and breaches of Sewage Treatment Plant licence conditions, to the Environment Protection Authority. This was done in line with the requirements of the Environment Protection Licence and as proactive risk identification measure.

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

5.2.1: Develop and implement a four year People Strategy

Code	Action	Position	Status	Comments
5.2.1.1	Review and develop a four year People Strategy for 2021/2025	Manager Human Resources		The People Strategy 2020/2025 is drafted and due for (internal) adoption in November 2021.

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



Code	Action	Position	Status	Comments
5.2.2.1	Review and develop a three-year Equal Employment Opportunity Plan for 2021/2024	Manager Human Resources		The Equal Employment Opportunity Plan will be developed following (internal) adoption of the People Strategy 2021/2025.




5.2.3: Develop and implement an annual Learning and Development Plan

Code	Action	Position	Status	Comments
5.2.3.1	Implement Leadership Development Program to Level 4 People Leaders	Coordinator Learning and Development		Completed action in 2019/2020.
5.2.3.2	Develop and implement Corporate Training Calendar to ensure learning and development needs are met for all people.	Coordinator Learning and Development		Training Plan implemented and being actioned.

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

Code	Action	Position	Status	Comments
5.2.4.1	Maintain and improve the People section on Council's intranet site to provide accessible and accurate information and services to our workforce.	HR Advisor - Projects & Analytics		There have been continuous updates to the People pages on the intranet as new information becomes available. The Protocol & Procedures page has been updated with the recent review of several documents and forms in the period, along with the Performance Review page, ready for our end of year reviews.
5.2.4.2	Develop website content for Council's careers page to improve employee attraction and employer brand.	HR Advisor - Projects & Analytics		Updates and additions continue to be added to the Council's careers page to improve employee attraction and employer brand. Council was awarded an Employer of Choice award badge for 2021 from the Human Resources Director Australia organisation. This recognition has now been included on our careers page and job advertisements to improve employee attraction.


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

Code	Action	Position	Status	Comments
5.2.5.1	Continually review and enhance human resources policies and procedures to promote flexibility in all aspects of employment and facilitate employee attraction and retention.	HR Advisor - Projects & Analytics		The current review schedule of People & Culture documents continues to be maintained. The RDO Procedure, Employee Leave Procedure, Flexible Working Arrangement Protocol and Higher Duties Procedure were all endorsed by Leadership Team during this period. These documents have been made available to all employees at Council via email and the Intranet.

5.2.6: Council is an employer of choice



Code	Action	Position	Status	Comments
5.2.6.1	Continue to implement the Safety and Wellbeing (SWELL) Program to promote physical and mental health of our employees.	HR Advisor - Projects & Analytics		Current schedule of Employee Wellbeing initiatives and program continues to be maintained and further developed. The SWELL Program and schedule for the next period is currently being developed and reviewed. A survey on our SWELL Program at Council was conducted in the month. The survey will assist Council with developing strategies that continue to improve employee wellbeing and ensure our sessions and topics are meaningful to all employees at Council in next periods program schedule.
5.2.6.2	Review and promote Council's Flexible Working Arrangements.	HR Advisor - Projects & Analytics		Council's Flexible Working Arrangement's continues to be promoted to all employees.

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


Code	Action	Position	Status	Comments
5.2.7.1	Produce an increasing trend in the overall result of the annual WHS management audit.	Manager Integrated Risk		The WHS management audit for 2020 showed an increase in the overall score of 1.5% to stand at 92.3%. This score is approximately 18% higher than the average and more than 20% above the region average.

5.3: Provide accurate and timely communication to our Community


5.3.1: Develop and implement a three year Communications Strategy

Code	Action	Position	Status	Comments
5.3.1.1	Review and update the Communications Management Plan Actions.	Coordinator Communication & Engagement		The targets from the Communications Management Plan were completed, with a view to ensuring an informed and connected community.
5.3.1.2	Implement the community engagement strategy for the Community Strategic Plan.	Coordinator Communication & Engagement		The implementation plan for the CSP Engagement Strategy is well advanced with the target for 500 surveys almost complete. The extensive program has included face-to-face events, social media, a special edition of the Singleton Edit to be delivered to all households, radio advertising and Mayoral columns, as well as special children's activities.

5.3.2: Develop and implement a three year Social Media Strategy

Code	Action	Position	Status	Comments
5.3.2.1	Create and distribute quality social media content in keeping with the Communications Management Plan.	Coordinator Communication & Engagement		Complete the Social Media Strategy actions from the Communications Management Plan Actions. Coordinator Communication & Engagement 100% Council's social media channels have been an important source of information for the community, particularly during the events of the past year including the pandemic. Council continues to populate its channels with relevant, reliable and branded content and encourage the use of the platforms as a place for community feedback and discussion.


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

Code	Action	Position	Status	Comments
5.3.3.1	Continued development of Council's spatial data capability with a specific focus on emergency management usage	Coordinator LAMS		Nearmap is now implemented Weeds inspection mobile app being created for field staff. New centralised internal Spatial view called webmap with full access to property/planning/asset data implemented.




5.4: Develop strong partnerships to deliver services

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


Code	Action	Position	Status	Comments
5.4.1.1	Ensure Council's RMCC is administered in accordance with relevant RMS specifications.	Coordinator Civil Operations		No non conformances reported for Qtr's 1, 2, 3 or 4. Ongoing delivery of contract and road maintenance activities has been conducted in accordance with the relevant TfNSW specifications. An additional three projects were successfully delivered in quarter 4 at TfNSW request with minimal notice.

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



5.5.1: Develop and implement a three year Engagement Strategy

Code	Action	Position	Status	Comments
5.5.1.1	Ensure Council's Leadership is active in the community and has presence in community events.	General Manager		Meetings with Service Clubs have been planned on a regular basis with two meetings arranged but not undertaken. Council also interacts strongly with Singleton Business Chamber.

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

Code	Action	Position	Status	Comments
5.5.2.1	Undertake an annual review of the website content for accuracy, suitability and gaps.	Coordinator Communication & Engagement		A broad review of Council's website has been undertaken on an ongoing basis to ensure the accuracy and relevance of information, and to identify any gaps in content.

5.5.3: Maintain effective relationships with local media outlets


Code	Action	Position	Status	Comments
5.5.3.1	Engage with local media representatives to enhance Council's reputation and access media coverage.	Coordinator Communication & Engagement		There has been positive media coverage of Council events and activities across local and regional media outlets as a result with regular contact with media representatives from a range of media, including press, radio, television and digital.
5.5.3.2	Ensure full coverage of all Council's media items by running a Council 'News Room' supported by a professional communications approach.	Coordinator Communication & Engagement		Council's communications and engagement team runs a "newsroom approach" to gather, produce and distribute Council stories that allows us to tell our own news good stories and keep the community informed, engaged and connected.

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

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


Code	Action	Position	Status	Comments
5.6.1.1	Development applications are processed to meet best practice guidelines.	Manager Development & Environmental Services		Council has continued to implement improvements in the DA process. This has included provision of dedicated duty planners Monday to Friday from 830am to 12pm, dedicated customer service staff as the first point of contact on planning and regulatory matters, a successful soft launch of the NSW Planning Portal in preparation for 1 July 2021 hard launch, a review of the customer experience in relation to development applications and a separate Planning kiosk at the administration building for all planning and regulatory enquiries. Processing times for 2020/2021 averaged 51 days for the year, compared to 54 days for the previous 12 months. Council received 428 development applications in 2020/2021 compared to 287 in the previous 12 months.
5.6.1.2	Council has a formal process to monitor and respond to development non-compliance.	Coordinator Planning & Development Services		Council has the Compliance and Enforcement Policy to manage non-compliance and guide regulatory response.
5.6.1.3	Council's development compliance process is communicated to the community.	Coordinator Planning & Development Services		Council has an adopted Compliance and Enforcement Policy to guide Council's approach to compliance related matters. Proactive audits will be communicated to Council following audit.
5.6.1.4	Market building certification services to the community. Coordinator Regulatory Services	Coordinator Regulatory Services		Council has now employed a Team Leader Regulatory Services. This position will provide additional resourcing to enable further progress on marketing our building certification services.
5.6.1.5	Complete annual inspections of caravan parks and manufactured home estates and implement a process to resolve non-compliance.	Coordinator Regulatory Services		The process of auditing caravan parks is expected to commence by November 2021. Additional resourcing in the Regulatory area will permit re-commencement of this program and the necessary review of work done to date.

5.6.2: Implement the Councillor Professional Development Program


Code	Action	Position	Status	Comments
5.6.2.1	The 2021 local government election is conducted and completed in accordance with the requirements of the Local Government Act and Regulation.	Coordinator Governance		A detailed project plan for the 2021 Local Government Election was prepared and as at 30 June 2021 all requirements had been met. This project will continue into the 2021/2022 year.



5.6.3: Meet Governance Compliance and Reporting Requirements

Code	Action	Position	Status	Comments
5.6.3.1	Councillors participate in Councillor Professional Development Program.	Coordinator Governance		The Councillor Induction and Professional Development Policy was adopted in 2019/2020. Professional Development Plans are to be developed for the new Council following the September 2021 election. Councillors participated in weekly briefings which included relevant training and workshops and were provided the opportunity to attend conferences and seminars throughout the year. Details of Councillor attendance at meetings and briefings is reported in the Annual Report.

5.6.4: Meet Governance Compliance and Reporting Requirements

Code	Action	Position	Status	Comments
5.6.4.1	Governance items on the Office of Local Government Calendar of Compliance and Reporting Requirements 2020/2021 are completed by due dates.	Coordinator Governance		The OLG Calendar of Compliance and Reporting requirements was circulated to Councils on 21/08/2020 and all items were included as actions in Pulse on the Compliance Calendar. All governance items were completed as at 30 June 2021.

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

Code	Action	Position	Status	Comments
5.6.5.1	Councillor requests are actioned and processed within the agreed timeframes.	Coordinator Governance		139 Councillor requests were actioned in 2020/2021 with an average processing time of 10 days which is above the 7 day target timeframe. Of the 139 requests, 53 were responded to within 7 days, 57 within 14 days, 22 within 21 days, 5 within 28 days and 2 above 28 days.
5.6.5.2	Council will report on Councillor workshop and meeting attendance to the community.	Coordinator Governance		Statistics on Councillor meetings and workshops have been provided for inclusion in the annual report.
5.6.5.3	Council Meeting Actions are commenced within the agreed timeframes.	Coordinator Governance		Work commenced on 155 resolutions of Council in 2020/2021 with an average commencement timeframe of 11 days which is below the 14 day target timeframe. Of the 155 resolutions, action commenced on 82 within 7 days, 34 within 14 days, 21 within 28 days and 18 in over 28 days.


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

Code	Action	Position	Status	Comments
5.6.6.1	Council policies are current and reviewed as required.	Procurement Coordinator		Work continues on supporting guides including Quotation, Purchasing, Preferred Supplier guides. Doing Business with Council Guide to be released this month.
Code	Action	Position	Status	Comments
5.6.7.1	All tenders and contracts are awarded in accordance with Council, Office of Local Government and legislative requirements.	Procurement Coordinator		All tenders in 2020/2021 were awarded in accordance with Council, Office of Local Government and legislative requirements:

5.6.8: Land acquisitions are legislatively compliant


Code	Action	Position	Status	Comments
5.6.8.1	Land acquisitions meet Council and legislative requirements.	Manager Corporate Services		All land acquisitions undertaken this year have meet legislative requirements.

5.6.9: Permanent road closures are managed in accordance with legislation

Code	Action	Position	Status	Comments
5.6.9.1	Permanent Road Closures process is clearly defined and implemented for all permanent road closures	Procurement Coordinator		All road closures have been managed in accordance with legislation.

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




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

Code	Action	Position	Status	Comments
5.7.1.1	Review and place Council's insurance policies prior to 30 June 2021.	Manager Integrated Risk		The insurance renewal process has been completed with all policies renewed.

5.7.2: Demonstrate continuous improvement for efficiency and effectiveness gain



Code	Action	Position	Status	Comments
5.7.2.1	All Council operations, infrastructure, services and facilities are supported by a "one Council" business improvement framework.	Business Improvement Specialist		Council's Business Improvement process is underpinned by the Organisation Excellence Strategy championed by the General Manager which sets out the improvement direction for Council based on the principles of business excellence. As part of improving the continuous improvement culture across all services Council's Leadership Team and members of the Business Improvement Network have undertaken training in the Australian Business Excellence Framework (ABEF). Further development of the Business Improvement Framework is scheduled for 2021/2022.
5.7.2.2	Realised continuous improvement gains are tracked and reported to the community.	Business Improvement Specialist		Council has communicated improvement gains to the community via the quarterly Singleton EDIT and various media outlets throughout the year.

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

Code	Action	Position	Status	Comments
5.7.3.1	Three quarterly budget review statements submitted to Council.	Financial Controller		All three quarterly budget review statements were submitted to Council.
5.7.3.2	Financial statements prepared by 30 September 2020.	Financial Controller		Financial Statements for 2019/2020 financial year were lodged on 30 October with the OLG.
5.7.3.3	Audited financial statements lodged with OLG by 30 October 2020.	Financial Controller		Audited financial statements were lodged with the OLG on 30 October 2020.





5.7.4: Fit for the Future targets are realised

Code	Action	Position	Status	Comments
5.7.4.1	All Fit for the Future improvement actions are implemented.	Manager Strategy & Engagement		All remaining actions have been completed from the Fit for The Future Improvement Actions being: - Complete review to optimise light vehicles and major plant. - Complete review of Council's salary and performance framework.
5.7.4.2	Fit for the Future indicators are tracked and reported to the community.	Financial Controller		Fit for the future ratios have been prepared as part of the 2020/2021 audited financial statements.

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

Code	Action	Position	Status	Comments
5.7.5.1	Investment return to exceed benchmark.	Financial Controller		During 2020/2021 Council's Investment Portfolio reported returns that Exceeded the Bloomberg Australian Bank Bill benchmark.
5.7.5.2	Implement key actions developed in the Property and Land Holding Strategy.	Business Development & Grant Specialist		Draft strategy is nearing completion for consideration by the newly elected Council in early 2022.
5.7.5.3	Investment Report tabled at Council meeting on a monthly basis.	Financial Controller		All monthly investment reports presented to Council as required.
5.7.5.4	Property Investment and Development Policy written and tabled at Council.	Business Development & Grant Specialist		Draft strategy is nearing completion for consideration by the newly elected Council in early 2022.
5.7.5.5	Implement Property Investment and Development Strategy.	Business Development & Grant Specialist		Draft strategy is nearing completion for consideration by the newly elected Council in early 2022.


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

Code	Action	Position	Status	Comments
5.7.6.1	Develop the annual budget including Fees and Charges for adoption by Council by 30 June each year.	Financial Controller		The draft annual Fees and Charges for 2021/2022 was adopted by Council on 17 May 2021.
5.7.6.2	Review the Long-Term Financial Plan in line with budget adoption by 30 June each year.	Financial Controller		The LTFP was endorsed at the June Council meeting.


5.7.7: Operate an efficient, reliable and affordable Council fleet

Code	Action	Position	Status	Comments
5.7.7.1	Council's fleet is proactively managed in a cost-effective manner consistent with the Fleet Management Protocol.	Fleet & Depot Management Officer		Fleet and Plant is being managed as per Fleet and Plant Protocol.

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

Code	Action	Position	Status	Comments
5.7.8.1	Conduct suitability assessment for current maintenance systems and develop business case for integration and enhanced capacity.	Delivery Projects Officer		Merging of Civica and Asset Edge will see developments as prioritised by Civica. As Reflect has joined the suite of Corporate Systems, suitability assessment is no longer required.

5.7.9: Undertake revaluation of Council's infrastructure assets as per the Office of Local Government revaluation schedule

Code	Action	Position	Status	Comments
5.7.9.1	Revaluation of Council's Open Space and Reserve Assets are completed by 30 June.	Coordinator Assets		The project is completed- final report submitted to finance team for processing in financial report.





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