



Gunnedah Shire Council
Final Progress Report
2013/14—2016/17 Delivery Program

Directorate	Business Unit	Action	Action Status	Percent Complete	Comments
Business & Finance	Financial Management	1.2.1.1 Provide systems and processes to effectively communicate and manage Council's financial performance.	Completed	100	Council's accounting systems and processes are maintained appropriately as evidenced by external audit. Improvements have been made in the area of procurement to further strengthen internal controls as a result of prior year internal audit activities. Quarterly Budget Review processes and systems ensure that performance against budgets are managed and management, councillors and the community are kept informed of performance. Executive review of budget and project reporting occurs monthly.
Business & Finance	Financial Management	1.2.10.1 Ensure Council meets all of its statutory requirements in a timely manner with regard to external financial reporting, returns and internal compliance processes.	Completed	100	Council has met all statutory reporting requirements during the period. The 2015/16 financial statements were completed, audited and lodged to the Office of Local Government on time. The financial statements were presented to the Audit Committee, and subsequently Council, in October 2016. Preparation of the 2016/17 financial statements has commenced and Council staff in collaboration with Council's Auditors, are working through the recommendations outlined in the Interim Audit Management Letter as at 30 June 2017.
Business & Finance	Financial Management	1.2.10.2 Ensure effective and efficient delivery of financial management services across the organisation.	In Progress	50	Financial services have been delivered within budget. All reporting requirements have been met.
Business & Finance	Financial Management	1.2.8.1 Maximise the return on Council's investment portfolio in line with pre-determined risk parameters, compliance with the Local Government Investment Order and Council's Investment Policy.	Completed	100	Council funds have all been invested in line with the Investment Policy, in a manner that is prudent, diversified and varied in time frames to enable required cash flows of the business and simultaneously maximise return within councils accepted risk parameters. Finance constantly reviews Investments in line with the Investment Policy and the Ministers Order. \$58.3 million was held in various investment funds as at 31 December 2016 and \$59.3 million was invested as at 30 June 2017. The average % interest rate during the 2016/17 period was just under 3% and the average \$ invested was \$57.5 million.
Business & Finance	Financial Management	1.2.8.2 Provide Council with a Long Term Financial Plan.	Completed	100	Preparation for the 2017-2021 Long Term Financial Plan commenced in late 2016 and the final LTFP was adopted by Council at the June 2017 Ordinary meeting. The Plan provides a framework for sustainable financial management balancing our environmental, social, economic and governance objectives whilst delivering services and facilities to the people of the Gunnedah Shire Council area. The LTFP noted that Council's current financial position continues to be sound.
Business & Finance	Fleet/Workshop	1.2.8.6 Ensure effective and efficient management of Council's fleet.	Completed	100	Review of Council's fleet management processes and procedures is ongoing. 17 vehicles were sold during the 12 months from 1 July 2016 to 30 June 2017, with 15 new fleet vehicles purchased.
Business & Finance	Fleet/Workshop	1.2.8.7 Ensure effective and efficient management of Council's workshop.	In Progress	50	Initial action has been taken to transfer the management of Council's vehicle fleet to the Workshop to align with the management of Council's plant fleet. This will result in a more cost effective changeover regime being adopted as multiple purchases/trades can be timed to coincide to save money. It will also result in better servicing of the vehicle fleet and closer monitoring of the vehicles' performance.
Business & Finance	General Purpose Revenue	1.2.10.3 Ensure accurate and timely compliance with supplementary external reporting obligations.	In Progress	50	Supplemental reporting requirements met within timeframes.
Business & Finance	Loans	1.2.8.3 Manage Council's loan portfolio and utilise loan funds in line with Council's long term strategy for its funding mix and to assist in providing better inter-generational equity.	In Progress	50	Council borrows to fund cash flow requirements as identified in the Long Term Financial Plan, and to give effect to Strategic Asset Management Plans with regard for inter-generational equity considerations.
Business & Finance	Plant	2.2.1.21 Ensure effective and efficient management of Council's plant.	Completed	100	Council's plant has been effectively managed within budget. During the 12 months 1 July 2016 to 30 June 2017, 23 items of plant were sold and/or traded and 25 items of plant were tendered through government contract or procured in accordance with Council's Procurement and Tendering Policy.

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Business & Finance	Rates	1.2.8.4 Ensure rates and charges are modelled, levied and collected in accordance with regularity and Council requirements.	Completed	100	Council's rates and charges are modelled, levied and collected in accordance with all requirements. In addition to meeting all legislative and policy requirements, Council's staff have significantly reduced the balance of rates and charges outstanding. 19 short term and 127 long term payment arrangements for overdue rates and charges have been entered into following applications by residents requiring assistance with outstanding balances with Council. A further 58 short term and 52 long term payment arrangements were entered into during the period 1 January 2017 to 30 June 2017. 7 hardship applications have been received during the 6 months to December 2016, with 5 approved and 2 denied following consideration by the Hardship/Debt Recovery Team. 4 hardship applications were received, with 2 approved and 2 denied following review by the Team. Analysis commenced in relation to proposed sale of land for overdue rates, which identified 12 properties which may be listed for auction. Income from rates forms the largest single portion of Council's total overall revenue and is approximately 31% of the total income received. Council's rate base for 2016/17 was estimated to supply general rates of approximately \$12.3 million across all rating categories.
Business & Finance	Stores	1.2.10.7 Ensure effective and efficient management of Council's Store.	Ongoing		Council's store has operated effectively and within budget. The Internal Audit review of Store Processing and Physical Control resulted in 6 recommended actions, with 3 now finalised. The 3 outstanding recommendations are in progress, and include creation and implementation of policies, management directives and procedure documentation.
Business Systems and Governance	Administration	1.2.5.1 Ensure effective and efficient provision of administrative services to various corporate departments of Council.	Completed	100	Provision of ongoing administrative assistance provided to Business and Finance Department and Human Resources Department. This included, but is not limited to, scanning and registration of 2218 payroll forms, 932 tender documents, 219 election documents, 480 Section 149 certificates, 273 Section 603 certificates, and preparation of 23 recruitment packs for the period. A major review of Council's Legal Documents has commenced, with 411 documents reviewed to date. The project includes reviewing the document to determine whether each document is current, requires sentencing as a State Archive in accordance with the State Records Act or can be destroyed in accordance with the General Disposal Schedule for Local Government.
Business Systems and Governance	Administration	1.2.5.2 Oversee Administration Traineeship - 12 month fixed term and School-based Traineeship.	Ongoing		The Business Systems and Governance Business Administration Traineeship is offered commencing January each year. Karlee Longworth was appointed January 2016 and therefore employed during the six month period July to December. Karlee was of invaluable assistance as the 2016 LG Election was conducted in September 2016, and she worked with the election team coordinating the election. Karlee was also integral during the introduction of a new electronic document registration process for the Procurement and Tendering guidelines. Following her departure from Council, Karlee has secured full time employment in Gunnedah with the new trainee, Breanna Green, commencing with Council on 30 January 2017. Breanna has commenced a review of Council's Legal Documents, participated in an internal exchange program with the Customer Service Trainee, and commenced registration into Council's electronic records Management system of network documents currently stored in archive folders.
Business Systems and Governance	Administration	1.2.5.3 Provide systems and processes to manage stationery supplies for the Administration Office.	Completed	100	Ongoing savings achieved as a result of centralised purchasing for the Administration Office and sourcing alternative printers for business cards. An alternate supplier was also sourced for corporate letterhead, however following a trial, it has been determined that the previous local supplier provides a more competitive price. Council's Records and Administration Officer identified anomalies in identification of products purchased by Council under contract which resulted in savings.

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Business Systems and Governance	Corporate Planning	1.2.5.4 Deliver and support effective corporate training services across the organisation.	Completed	100	In the 1 July 2016 to 30 June 2017 period, 6 corporate induction sessions have been conducted with 15 new employees participating in the one day workshops designed to provide an overview of Council's operations and our role in the community. Several in-house refresher training sessions were delivered, including: procurement - 10 participants; electronic records management system (Dataworks) - 9 participants; exponare - 2 participants; performance assessment system - 14 participants; 5S pilot sessions – 6 participants; 10 x recordkeeping policy and management directive – 90 participants; and bullying and harassment/code of conduct team meeting presentation – 25 participants. A specialised team building workshop was also delivered by Council's Corporate Trainer to the Finance Team. 2 Leadership Forums were held during the 12 months to 30 June 2017. The Forums provide an opportunity to deliver specific training to supervisors, managers and the Executive Management Team as well as encourage open discussions in relation to workplace operations. A refresher on the Internal Reporting Policy – Public Interest Disclosures Act was provided to participants at the March Forum, as well as an overview of the process to review the Community Strategic Plan. Participants at the June Forum were given advice and guidance in relation to dealing with mental health, with the majority indicating how valuable and worthwhile the training was. Several Webforms were created with training delivered across the organisation during the period to 31 December 2016 with associated training delivered to 19 participants. Webforms create a document record from an online form within Dataworks. These are designed for specific requests and trigger automatic workflows and associated tasks to several officers simultaneously.
Business Systems and Governance	Corporate Planning	1.7.4.1 Ensure effective and efficient management of the Integrated Planning and Reporting process.	Completed	100	The End of Term Report, which outlines the progress in implementing the Community Strategic Plan over the previous four years, was presented to the August Ordinary Meeting of Council. The Delivery Program update was presented to Council at the February Ordinary Meeting and provided a six monthly update on the progress of the strategies and actions for the 1 July 2016 to 31 December 2016 period. A review of the Community Strategic Plan commenced in early 2017. The document identifies the community's priorities which guide Council's direction over 10 years. A Stakeholder Engagement and Communication Plan was adopted by Council in December 2016 which outlined the activities and tools used to achieve the project objectives and facilitate effective communication with key stakeholders. These included: briefings with Councillors, staff and the media; website updates; postcards to the Mayor; community wide survey; tear off strip in rates instalment notice; community 'brainstorm' meetings; presentations to Village Progress Associations and Village Hall Committees; community ideas spot; pulse check polls; and a youth video project. The 2017-2021 Delivery Program and 2017/18 Operational Plan were also reviewed to detail the actions and tasks required of Council to deliver the revised Community Strategic Plan strategies. Council adopted the revised documents at the June Ordinary Meeting.
Business Systems and Governance	Corporate Planning	2.4.4.1 Ensure effective relevant communication to Council's achievements via the Annual Report.	Completed	100	The 2015/16 Annual Report was presented to the November Ordinary meeting of Council and forwarded to the Office of Local Government as required. The content of the Annual Report was derived from the Integrated Planning and Reporting progress updates.
Business Systems and Governance	Governance	1.2.1.2 Ensure effective and efficient purchasing and procurement framework is in place across the organisation.	Completed	100	Following the audit of Council's procurement and tendering practise, the Internal Auditor identified 11 recommendations requiring attention, with the final recommendations actioned in the July to December 2016 period. 6 tenders were completed during the July 2016 to December 2016 period and 3 procurement refresher training sessions were delivered across the organisation during this period. 4 tenders were completed the period January to July 2017, including two major project tenders commencing works, being: Simpson Bridge and Blackjack Creek Riparian Corridor/Channel Reconstruction.

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Business Systems and Governance	Governance	1.2.1.3 Establish and support an internal audit function of Council, including Internal Audit Committee.	Ongoing		Audit Committee Meetings were held in July and October 2016, and March 2017. 5 internal audits were conducted in this period and the associated action plans include the methodology of the reviews and rate each agreed action in terms of risk. The audits undertaken were: Cash Handling Operations - 6 actions (nil high risk); Employee Performance Management - 8 actions (nil high risk); Project Management - 11 actions (nil high risk); Communication and Community Engagement Strategy - 6 actions (nil high risk); Work Health and Safety - 14 actions (1 high risk); Fraud Prevention Policy - 12 actions (1 high risk). A further 2 internal audits were conducted in the six months from January to June 2017: IT Control Environment 13 actions (2 high risk); Payroll Processes and Procedures - 8 actions (nil high risk).
Business Systems and Governance	Governance	1.2.1.4 Promote and support effective open and transparent Council decision making.	Completed	100	Council conducted 6 Ordinary in the period commencing July 2016, resulting in 155 resolutions adopted by Council (13 in Closed Council) with 30 outstanding as at 31 December 2016. As well as audio recorded for record keeping purposes, Council's Ordinary and Extraordinary Meetings are now broadcast live over the internet with residents able to listen to the discussions and resolutions as they are made. Following the LG election on 10 September 2016, all Councillors took the Oath or Affirmation of Office at the September Ordinary Meeting. The 6 Ordinary and 1 Extraordinary meetings held between January to July 2017 resulted in 126 resolutions adopted by Council (8 in Closed Council) with 14 resolutions outstanding as at 30 June 2017.
Business Systems and Governance	Governance	1.2.1.5 Provide systems and processes to identify and manage Council's governance framework to identify any gaps or areas for development and improvement.	Completed	100	A Project Management Steering Group has been implemented and meets on a monthly basis. The role of the Group is to review high risk projects with each project owner required to provide an update on the status, risk register and budget of their project. An Action Plan has been developed which has assisted in the identification of issues that may impact future projects. An on-line Delegations of Authority database has been implemented which applies legislation updates to delegations to ensure staff have the appropriate authority to undertake their roles. Delegations for all applicable staff have been completed.
Business Systems and Governance	Governance	1.2.5.7 Manage and conduct local government election process.	Completed	100	The 2016 LG Election was held on 10 September 2016 and Council engaged the services of Mr Ian Horwood as Returning Officer, and Mr Terry Curran as Assistant Returning Officer. Feedback received from the candidates confirms the process was professional and the staff knowledgeable with all facets of the election process. Candidates were declared Friday 16 September 2016 following the initial count completed at the close of voting, preference count commencing Monday and finalised Wednesday, and candidates given 48 hours to contest the election. Staff contributed a significant amount of time to assist in the conduct of the election, with the total cost of \$56,200 under the allocated budget of \$60,000. As the only Council in NSW to successfully conduct the election in-house, Council was asked to provide a report providing an insight into the advantages and cost savings of coordinating the election utilising staff and appropriately trained returning officers.
Business Systems and Governance	Governance	1.2.5.8 Provide systems and processes to identify and manage all risks of Council both operational and strategic.	Completed	100	As at 31 December 2016, 19 strategic risks and 104 operational risks had been identified and entered into Council's Risk Register, with the Register reviewed by the Audit Committee at each meeting. Each risk is reviewed regularly with the respective Manager. 15 formal public liability claim notifications were submitted during the period with 10 finalised and 24 motor vehicle notifications were submitted during the period with 14 finalised. During the period 1 January to 30 June 2017, one further operational risk was identified. For the same period, Council received 19 public liability notifications with 16 finalised as at 30 June 2017, and 9 motor vehicle notifications were submitted with 8 finalised.

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Business Systems and Governance	Information Technology	1.2.10.5 Ensure effective and efficient delivery of information technology across the organisation.	Completed	100	354 IT support tickets were logged in the 1 July to 31 December 2016 period, with 17 outstanding as at 31 December 2016. The number of tickets lodged in the period 1 January to 30 June 2017 increased to 468 with 50 outstanding as at 30 June 2017. The high number of outstanding tickets is acknowledged, however, it should be noted the IT Department underwent significant change during this 12 month period including the extended leave of a long term staff member. IT support tickets continue to provide staff with an efficient and effective way of providing assistance across the organisation. Staff attended a course in database queries and SQL techniques. IT rolled out new desktop server infrastructure resulting in a more reliable and productive desktop experience for Council users.
Business Systems and Governance	Information Technology	3.6.5.1 Operation and ongoing management of CCTV Gunnedah CBD surveillance system.	Ongoing		5 requests from the NSW Police Service were received for CCTV footage from one or more of the 16 cameras within the Gunnedah Central Business District during the period. The requests were responded to within an average of 6 working days of receipt of the request. Council entered into an agreement with the Local Land Services (LLS) in relation to the ongoing surveillance of LLS properties for the purpose of law enforcement. The agreement provides for data sharing between the two organisations to address the ongoing issue of illegal dumping.
Business Systems and Governance	Information Technology	4.6.2.1 Investigate opportunities to utilise new information technologies across the organisation.	In Progress	50	Information technology strategy continues to promote the adoption of new techniques based on business case assessment. Council's cyber security has been enhanced by utilising more robust and capable firewall technologies. Mobile device management has delivered efficiencies around maintenance and management of mobile devices.
Business Systems and Governance	Records Management	1.2.10.6 Ensure effective and efficient delivery of records management across the organisation.	Completed	100	The Records Team scanned and/or registered 15,883 documents in the period July-December 2016, inclusive of incoming, outgoing and internal documents, with a further 20,689 documents dealt with during the January-June 2017 period. The Business Systems and Governance Department engaged the services of a contractor to undertake scanning of paper-based property files into the electronic format, with 562 files completed in the six months July-December 2016, and 1,630 files sorted by the Records Team and scanned by the contractor in the period January-July 2017. A total of 104 boxes of documents were archived in the Records Storage Shed in accordance with the State Records Act in the 12 months from 1 July 2016 to 30 June 2017. This number is down on the previous financial year as a result of the digitisation of the financial records. 105 boxes of records that were no longer required and had been kept for the authorised retention period were destroyed in accordance with the State Records Act. The Records Management Policy and Management Directive were released to the organisation with the details disseminated across the organisation through training sessions for Councillors and staff.
Customer Relations Communications and Lifestyle	Arts and Culture	1.5.1.2 Ongoing delivery of community and cultural events promoted to current and prospective residents and visitors to the Shire.	Completed	100	A free Meet and Greet event was held in August 2016 and provided an opportunity to promote community groups and encourage inclusion, acknowledgement and acceptance into the Gunnedah community. Performance of the Music of War and Peace saw the attendance of over 520 patrons to the event and offered a free matinee for all schools within Gunnedah Shire as well as numerous community groups and businesses. This event included several community groups and was a platform to enhance the understanding and acknowledgement of the ANZAC legacy and pay tribute to those fallen. In the six months January to June 2017, the subscriber base to Council's weekly what's on email has grown to a base of 600+ subscribers. To meet the challenge of letting people know what cultural activities are happening, a HTML email template has been developed and makes it easier for people to read and get information about the events in the Shire. There has been an increase in the promotion and marketing collateral for cultural events through the Visitor Information Centre and media channels. Council's relatively new booking system, Seat Advisory, has helped facilitate this as bookings can now be made online. In March 2017, the Community Collective Carnival Day was held in conjunction with TRAC. This was an opportunity for residents to meet and greet and for the arts community to promote their activities.

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Customer Relations Communications and Lifestyle	Arts and Culture	2.4.2.2 Ensure ongoing delivery of a broad range of community and cultural services that respond to the needs of the growing Gunnedah Shire.	In Progress	50	Several live performances were conducted during six months to 31 December 2016, including: Earth Dinosaur Zoo, the Music of War and Peace, Comedy Hypnotist Issac Lomman, An Evening with Groucho. Support was provided to community events such as the Eisteddfod, pre-school and school presentations, community fundraising events and Sing Australia performances. Monthly exhibitions are held at the Gunnedah Bicentennial Creative Arts Centre Gallery supporting and encouraging artistic opportunities. The TRAC Visual Arts 48th Annual Arts and Ceramics Exhibition was held with over 364 entries. Economic prosperity and income opportunities for local artists has increased through support with art sales and income and employment of local artists facilitating programs within the school holiday program. Collaborations with The Gunnedah Conservatorium, Dorothea Mackellar Memorial Society, Two Rivers Arts Council, Acting Out, Totally Dance Studio, 2TK and Rhana's Academy of Dance are ongoing. Local organisations are given the opportunity to generate income through delivery of services such as sale of food and beverages and by holding special movie screenings at The Civic.
Customer Relations Communications and Lifestyle	Arts and Culture	3.10.1.1 Coordinate and promote effective sustainable community development and cultural programs and assist community organisations to build capacity.	Completed	100	September 2016 saw the opening of the Dorothea Mackellar Memorial Centre and, with Council support, the installation of the Jean Isherwood Collection, citations and sticker decals. Council also financially supported the Centre to provide adequate lighting, hanging systems and roofing upgrades to ensure the security of the collection. NAIDOC Week celebration activities took place in July 2016 and included: the Desert Song Exhibition of local artists Vikki Devine and Des Mullion, free movie screening, school holiday program activities. In the six months January to June 2017, there has been a focus on working with community groups to increase their own capacity. The dissolution of the former TRAC Group has now been resolved resulting in two arts groups including TRAC and the newly formed Arts Gunnedah. Early in 2017, Young Access resumed. This group focusses on providing opportunities for young people with disabilities to discover, explore and socialise through art and other hobbies in a supportive environment, and Council staff and the Gunnedah Pottery Club conducted a weekend workshop for young people with disabilities. The event was well attended and further events are likely to run both on conjunction with Council and other service providers.
Customer Relations Communications and Lifestyle	Arts and Culture	3.10.3.1 Ensure delivery of best practice cultural and community events.	Completed	100	The Planning and Environmental Services Department and Customer Relations Communications and Lifestyle Departments (CRCL) collaborated to hold a Pet Awareness Movie Night that involved local business and incorporated a positive message and information about responsible pet ownership. Consultation with service providers, led by the Community Hub Worker, identified gaps for service provision for young people with disabilities. In partnership with Adult Community College, GoCo and the CRCL, "Young Access" was developed focusing on inclusion and skills development. "Our Place" disability consultation is a partnership with Council, Accessible Arts NSW, the Gunnedah Conservatorium, House with No Steps and individual community members for disability consultation to inform disability practices for our community. Through these projects, best practices strategies have been implemented on exhibition displays and event considerations. During the six months January to June 2017, there has been a major focus on cultural and community events. Not only has the focus concentrated on widening the scope of traditional activities, ways to enhance participation in typically run activities has been looked at. These activities include: Melbourne Comedy Festival Roadshow - which attracted 370+ community members and received rave reviewed in 2017; Flickerfest attracted a diverse audience with 130 tickets sold; Gavin Coote Workshop at the Gallery with a pop art/Reg Mombasa style which was a completely new style for the Gunnedah audience, and was very well attended and local students were shown examples of the work as a unique style and community members had the opportunity to attend a workshop run by the artist, with 90 students participating.

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Customer Relations Communications and Lifestyle	Communication	1.2.9.1 Ensure effective and efficient delivery of communication across the organisation and to the community.	Completed	100	Traditional media options to engage with the community continue to be implemented, with twice monthly representation in the Namoi Valley Independent (The Council Page), fortnightly radio segments with 2MO, print advertising and website presences. Council is a very active user of Facebook and has increased its 'likes' from approximately 200 likes to 1016 likes in the reporting period. Council also launched its Instagram profile in 2016 with success The intranet, staff newsletter, internal email, and targeted communication campaigns have continued to provide positive outcomes for internal communications. The Community Strategic Plan - Stakeholder Engagement and Communications Plan was presented to Council at the December 2016 Ordinary Meeting. The Plan has been developed to ensure key project stakeholders and the local community are kept informed and are encouraged to take the opportunity to provide input and be involved with shaping their community for the future. Tools such as the Postcard to the Mayor, life sized pinterest boards, meetings with progress associations, media releases, engagement from Councillors, youth video projects, arts community meetings, pop up stalls were some of the activities undertaken which were disseminated through traditional media and online.
Customer Relations Communications and Lifestyle	Communication	1.5.1.1 Develop, distribute and provide information to promote services, activities and events across the Shire.	Completed	100	The promotion of Council functions, activities, events and services is ongoing. A carefully considered combination of social media, radio, print, direct marketing, digital (i.e. info@gunnedah.com.au) and media updates have been developed and distributed to target audiences relative to each specific initiative to ensure optimum outcomes. In addition, Council has been very proactive in the facilitation of 'out of the box' promotion of initiatives and events, with the focus on providing greater opportunity for community involvement and engagement. Examples include Local Government Week initiatives, main street exhibitions of major projects (Draft Land Use Strategy, Draft Pool Renewal, Garage Sale Trail, Koala Count, Sister City Q&A, Book Fridge Social Project).
Customer Relations Communications and Lifestyle	Communication	1.7.1.1 Promote and support involvement in Council decision making process and ensure the community is engaged.	Completed	100	Community Engagement is a high priority function of local government organisations and this has been a key focus of the communications team. There has been a focus on promoting Council activities and decisions and ensuring the community are engaged and informed. The Community Strategic Plan community engagement was one of the largest communication projects undertaken in 2016/17. Council undertook a number of communication activities across a number of mediums to ensure we engaged with as many residents as possible. Other initiatives that have involved external stakeholder cooperation include the National Garage Sale Trail, National Koala Count and National Water Taste Testing Championships.
Customer Relations Communications and Lifestyle	Communication	2.4.4.2 Delivery and support web based technologies to facilitate effective communication both internally and within the community.	Completed	100	Council's website recorded 28,811 sessions (hits), with 10,325 of those are mobile/tablet sessions, 17,385 of visitors are new (60.3%) and 11,426 of visitors are returning (39.7%). The new corporate website for Gunnedah Shire Council was released in September 2016 - just in time for the Local Government Elections during which the site received a record number of hits. All existing content from the old website has been updated and redesigned into a modern, user friendly layout that is completely responsive across all desktops and devices. The site now features a brand new site navigation system that has been completely redesigned from the ground up and includes new features and components that have been designed to provide easier and quicker access to information. Being compliant with the Website Content Accessibility Guidelines also means that the site is now more easily accessible to those with a wide range of disabilities. During the six months to June 2017, Council's website recorded 23,874 sessions (hits), with 10,025 mobile/tablet sessions, 13,908 (58.3%) new users and 9,966 returning users (41.7%). The new Council website is being used as a model for website upgrades for The Civic which will commence in mid 2017. The introduction of Seat Advisor has revolutionised ticket sales and booking across Council and can be used for paid and free events. It will provide a indication of ticket sales in advance and has been used for such activities as the school holiday program, which enables time pushed parents to book online outside office hours.

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Customer Relations Communications and Lifestyle	Communication	2.4.6.1 Creation and implementation of a revised branding strategy to facilitate improved marketing for Council, business and industry.	Completed	100	Council continues its strong focus to enhancing its corporate image predominantly on the basis of continuous improvement practices and simply 'doing things better' with the community at the heart of decision making. Specifically, we have focused on lifting Council's brand through improvement of customer service standards and delivery, effective communication, community engagement, becoming more accessible and available to the community, realigning practices and (with) stakeholder expectation and delivering on our commitments. Examples include the voice and tone of marketing and communication, innovation and creativity, service and product packaging, facility renovations (Elgin Street Foyer) and our interpersonal approaches to building and supporting partnerships with customers, business and industry.
Customer Relations Communications and Lifestyle	Cultural Precinct - The Civic	2.4.2.1 Increase participation and access to the venues and amenities within the Cultural Precinct.	Completed	100	The Cultural Precinct venues were booked for 248 various events and activities during the six month period to 31 December 2016. The Studio Room and Meeting Room of the Creative Arts Centre are primarily utilised for group meetings whilst the Town Hall and Smithurst Theatre are utilised for large functions and events. 6 exhibitions held in the Gallery including: Desert Song - NAIDOC Week; TRAC 46th Annual Exhibition; Around and About; The Retrospective Exhibition of Marius Vanderkley; Stitches Through Time; and Putting the Pieces Together. Over 1,400 visitors to the Cultural Precinct were referred through the Gallery. The Civic Theatre held 53 events during the period and 362 movie sessions catering to 6,870 audience members with over \$5,000 in movie money sales was taken during the period. The Waste into Art Exhibition was a collaboration with One of a Kind Opportunity Shop, and had 50 entries which was a huge resurgence from previous years. In the six months January to June 2017, 351 events were held at the Cultural Precinct. The Civic hosted 65 of these events as well as 427 movie sessions catering to 7,393 audience members with over \$6,066.00 movie money sales. 1,277 visitors were referred through the Gallery which hosted 5 exhibitions: The Non-Humans of the North West; Annabel Hoskins, Louise and Judy Baker Pots and Paints; Community Contribution - Youth Week Exhibition; June Linda Lockyer - Country Meets Coast; Community Contribution Waste into Art.
Customer Relations Communications and Lifestyle	Cultural Precinct - The Civic	3.2.7.1 Promote and develop the broad range of cultural development opportunities provided by the Cultural Precinct.	Completed	100	Multi marketing strategies including flyers, posters, interagency access, website, facebook, Village Hall groups and Progress Associations, Gunnedah and District Chamber of Commerce, Civic Program delivery, cultural flyer, Library Lines published locally, radio announcements, media releases and broad based marketing. Council is also working closely with community organisations to promote events that are held at Council venues. This is aiming to increase the vibrancy of the Cultural Precinct and to increase opportunities for community and visitors to find out about cultural events and be able to attend them.
Customer Relations Communications and Lifestyle	Customer Relations	1.2.5.5 Ensure effective and efficient delivery of customer service across the organisation and to the community.	Completed	100	Monitoring of Customer Service Requests are ongoing with 1,651 customer requests recorded and actioned in the 6 months to 31 December 2016. The Infrastructure Services Directorate receive the majority of customer requests, with the Works Department, Water Services Department and Public Facilities Departments being tasked the majority of requests. Customer requests are tabled on a monthly basis and reported to Senior Management for quality control and continuous improvement purposes. The introduction of webforms have resulted in a more efficient and effective recording of customers requests/complaints by all customer service staff. Customer service pulse checks have been implemented whereby customer service staff select a number of random customer requests from every department and contact them to check on the progress of their request. There are a number of questions asked including whether they were satisfied with the service they received, and whether their reason for contacting Council has been resolved. 1,887 customer requests were recorded and actioned in the six months to June 2017.

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Customer Relations Communications and Lifestyle	Events	2.4.2.3 Coordinate and promote events and initiatives that contribute to the community and cultural amenity of the Shire.	Completed	100	Artists from neighbouring Shires have been invited to exhibit their work to increase regional awareness and promotion of the Gallery. Many people travelling from outside Gunnedah utilise accommodation providers and hospitality businesses in Gunnedah have experienced an increase in visitor stays and exploration. The "Putting the Pieces Together" exhibition, conducted in conjunction with Arts North West, was held in the Gallery with many neighbouring Shire residents, community groups and service providers visiting the project. Many community events are included on the Visit Gunnedah Calendar and Council's website and facebook platforms as well as through media channels, both print, radio and community announcements. Australia Day is one of the biggest on the cultural calendar and this year included the addition of several very popular events including the Aussie Day Bake Off. A large number of people nominated for the Australia Day Awards and accordingly there was an increase in guest numbers to the Australia Day Dinner. This year's ANZAC Day events were something out of the ordinary. On Monday 24 April, the ANZAC Working Group held a free community 'ANZAC Tribute Concert' at sunset on Pensioners Hill Lookout. The Shire Band and artists from the Gunnedah Conservatorium of Music came together to entertain the audience with music and songs from across the hundred of ANZAC tradition.
Customer Relations Communications and Lifestyle	Library	3.8.1.1 Ensure ongoing delivery of broad range of community, cultural and library services that respond to the needs of the growing Gunnedah Shire.	Completed	100	The library team recognises that libraries are no longer just 'book places' but 'people spaces', and it contributes to the social and community wellbeing by: i. Providing a wide and reliable source of information and recreational reading. ii. Providing opportunities for people to connect and interact together. iii. Providing opportunities for people to try new hobbies and skills in a friendly and supportive environment. iv. Providing access to the wider world through the public access computers. v. Having staff available to speak to groups and organisations about the library and its services. vi. Catering to the needs of all members of the community, from the very young to the elderly, with appropriate materials and programmes.
Customer Relations Communications and Lifestyle	Tourism	2.4.1.1 Ensure effective and efficient delivery of home hosting services for events held in the Shire.	Completed	100	Gunnedah Home Hosting was activated for AgQuip 2016 with representatives from 22 companies being hosted by 21 hosts over 153 bed/nights. The Home Hosting website details have been updated for 2017 and enquiries are being received for AgQuip 2017. Gunnedah Home Hosting can be readily activated should there be a requirement for additional local accommodation.
Customer Relations Communications and Lifestyle	Tourism	2.4.1.2 Ensure effective and efficient delivery of tourism services in the Gunnedah region.	Completed	100	Council's Tourism Team provides advice, support and assistance to visitors and Shire residents through the resources of the Gunnedah Visitor Information Centre. From 1 July 2016 to 31 December 2016, staff serviced 4,769 VIC visits, being almost 10% more than the previous period July to December 2015. Staff serviced 4,335 VIC visits during the six months 1 January 2017 to 30 June 2017, being a 2.5% reduction from the same period in 2016. Service delivery has been via staff interaction, the internet and collateral such as brochures and maps. Many positive comments were received in the VIC's Visitor Book.
Customer Relations Communications and Lifestyle	Tourism	2.4.1.3 Provide advice and in-kind support to community groups conducting events in a tourism capacity.	Completed	100	Council's Tourism Team provides advice, support and assistance to community events and is proactive in promoting and marketing events through its systems and services. Examples of where support was provided include: Gunnedah Show Jumping Festival; AgQuip; Chamber of Commerce Spirit of Christmas Fair; and Dog Shows. Most notably, staff provided coordination and promotional assistance for community groups conducting events as part of the 2017 Weeks of Speed Festival which this year was held over the four weekends in March. Numerous other events have been promoted on Council's website and the electronic display board. The Event Planning tool for community groups remains available on visitgunnedah.com.au and can be obtained in hard copy form. The VIC maintains information on the State Tourism Data Warehouse Database to ensure local events are promoted state wide on various websites.
Customer Relations Communications and Lifestyle	Tourism	2.4.1.4 Maintain an accredited Visitor Information Centre to ensure effective and efficient service delivery to visitors and the community.	Ongoing		The Gunnedah Visitor Information Centre is an accredited Level 2 VIC, which requires it to be opened 363 days of the year. Use of the yellow on blue 'i' logo is permitted with accredited VIC's. Monthly report of visitor statistics are provided to the Accredited Visitor Information Centre Network management company. Staff met with the new manager of the AVIC Network during his famil tour of NSW AVICs.

Directorate	Business Unit	Action	Action Status	Percent Complete	Comments
Customer Relations Communications and Lifestyle	Tourism	3.11.1.1 Coordinate activities and events for the Week of Speed.	Completed	100	Preparations commenced for the 2017 Week of Speed activities and events, with the program scheduled to extend over 4 weeks. The event involved various organisations and sporting groups including: Gunnedah Motorcycle Club; Keepit Aquatic Club; Rural Museum; Lake Keepit Sailing Club; Gunnedah Blue Vale Speedway; and the Gunnedah Aeromodellers Club. 18 'speed' events were conducted over the 4 weeks with the program including: triathlon events; greyhound race meeting' NSW senior bike track championships; Rural Museum tractor trek and car, bike and ute street parade; drag racing; and speed chess. Several events were also held at Lake Keepit with activities such as the Keepit Aquatic Club come and try day and the Keepit Cup Regatta.
Customer Relations Communications and Lifestyle	Tourism	3.8.3.1 Market the Gunnedah Shire to potential tourists to encourage growth to the visitor economy.	Ongoing		Council continues to represent its tourism industry and stakeholders potential tourists through core industry boards and working groups including Country & Outback NSW Destination Network, Kamilaroi Highway Group and New England North West Tourism and is an active participant in joint marketing initiatives and trade shows. VIC staff representatives attended the Newcastle Caravan & Camping Show and will attend and interact with potential visitors at tourism related consumer shows in Sydney and Penrith. Over 20,000 copies of YONDER have been distributed across the State and locally since its launch in June. The marketing of the Gunnedah Shire remains consistent with the application of a mix of traditional, digital and direct marketing techniques. The VIC has introduced Z-Cards to promote Gunnedah and its tourist precincts. These are distributed from the VIC, motels and consumer shows. Specific street banners, eg ANZAC Day, AgQuip, are displayed to enhance the streetscape.
Customer Relations Communications and Lifestyle	Youth Services	1.1.1.1 Identify opportunities to encourage participation by youth and increase volunteer levels.	Not Started	0	Gunnedah Youth Council convened in 2016 with 9 members - the GYC will focus on youth engagement initiatives and identifying opportunities for youth empowerment and inclusion.
Customer Relations Communications and Lifestyle	Youth Services	1.6.1.1 Coordinate and manage the Gunnedah Community Scholarship Fund.	Ongoing		Preparations commenced for the 2017 Gunnedah Community Scholarship Golf Day which is scheduled by held on Sunday 15 January 2017. Council has created an account with a website that enables online scholarship applications to be lodged and collated. Applicants can log into Council's website, select the link to the Wufoo website and lodge their applications completely online. Once applications have closed, Council staff log in and download all applications for evaluation. This online process has resulted in a more efficient and effective way for students to apply for a scholarship as well as being more streamlined for Council once applications close.
Customer Relations Communications and Lifestyle	Youth Services	1.6.2.1 Identify and support opportunities for disadvantaged youth to participate in education.	Not Started	0	Homework Program still executed twice weekly at Red Chief Land Council with initiative to undergo review to enhance access in 2016. 34 students enrolled across the two sessions. Establishment of a Club Creative to refocus the Homework Centre from After hours schoolwork to the provision of a creative learning hub to encourage kids to develop a love of learning and complement the existing school based curriculum. Club to focus on retention of youth in school and support of external school education based initiatives. Love Bites facilitator training completed for school based bullying and empowerment of young girls.

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Customer Relations Communications and Lifestyle	Youth Services	3.7.1.1 Provide quality youth services that are comprehensive, responsive and empowering for young people.	Completed	100	Gunnedah Youth Services has been actively involved in community events and partnerships in order to become more approachable and better utilised by Gunnedah youth and the community as a whole. Events and partnerships during the period included: High School Well Being Day; Community Round Table Membership; Teddy Bears Picnic; Luminosity Youth Summit; NENW YDO Network; school holiday program; GYC; NAIDOC Week Committee; Every Gunnedah Child Committee; Tamworth Youth Interagency membership; Gunnedah Youth Interagency facilitation and membership; Gunnedah Community Scholarship Fund; meetings with principals and teachers at St Marys College and Gunnedah High School; and Club Creative. The theme for Youth Week 2017 was 'Be here, Be heard' and this was an opportunity for the youth of Gunnedah to express how they want to be heard in the Gunnedah community, through their chosen artistic mediums. A focus during the six months to June 2017 has been to empower youth to become a voice in the wider community. The aim is to not only involve young people, but for them to be a part of promoting and coordinating initiatives that contribute to the sense of community in the Gunnedah Shire. Events the Gunnedah Youth Club have included: Youth Run Video Project; Pop up Shop and Skate Park event, which involved the Gunnedah Youth Council making and selling their own merchandise and snacks to raise money; Winter Onesie Party, which was held at The Civic to raise funds; and a Photo Scavenger Hunt for Youth. In order to get ideas and bring them back to our community, Gunnedah Youth Council have been represented at a number of different Youth Forums including the NSW Youth Week Forum and the Ideation Conference focusing on inclusion. These events are aimed at teaching young people how to have a voice and be involved in their own community. The Youth Council has managed to forge good relationships with other Youth Councils across the State.
Customer Relations Communications and Lifestyle	Youth Services	3.7.2.1 Identify, develop and implement youth programs and activities that empower young people and encourage them to stay within the Shire.	In Progress	50	Council provides four core programs: Gunnedah Youth Council (GYC); Club Creative; the School Holiday Program; and the Gunnedah Community Scholarship Fund. We also provide support to other youth events and partner with other organisations to provide more opportunities, along with targeted opportunities. GYC has enabled members to travel outside of Gunnedah to participate in conferences and leadership opportunities at a state level. Providing support and opportunities for young people creates meaningful ties within the community and encourages them to stay within the Shire long term, as they feel their needs are being addressed.
General Manager	GM Management	1.2.4.1 Collaborate and share resources with other organisations.	Ongoing		Management continues to pursue resource sharing and shared service opportunities with neighbouring, and other regional, councils. During this period, Liverpool Plains Shire Council has determined to withdraw from the proposed sharing of resources program. Council continues to benefit from successful relationships with Northern Inland Regional Waste and various regional Weeds Committees and Advisory Groups. These groups provide opportunities to participate in tenders, funding applications and works programs in conjunction with member Councils across the region. The Namoi Joint Organisation (Namoi JO) meets monthly to review issues affecting the region, including: Murray Darling Basin; regional road network; inland rail project; Namoi Regional Investment Prospectus; emergency services levy; and the NBN. The Joint Organisation Leadership Team (JOLT) is made up of Namoi JO member Council's General Managers. JOLT aims to identify and remove roadblocks to achieving the aims of the JO and provides direction for General Managers to deploy their staff resources and make them accountable for assisting with regional initiatives. The Procurement Group of the Namoi JO commenced preparing a suite of documents to assist and encourage collaborative procurement on a regional level, where practical, in order to gain the maximum efficiencies and returns for the JO and its member Councils.
General Manager	GM Management	1.2.5.6 Ensure the existence and implementation of systems and processes to review and continually improve Council operations.	Ongoing		In addition to response to actions raised through customer requests, staff have implemented a perpetual feedback program to ensure that opportunities to improve operations are captured in a timely fashion, and actioned to ensure identified required improvement is recorded, tracked and actioned. The internal audit function, overseen by the Audit Committee, also ensures a continuous improvement focus in the delivery of Council services.

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General Manager	GM Management	1.2.7.1 Identify, represent, advocate and lobby for inclusion of Gunnedah Shire's community needs within regional and state planning processes.	Ongoing		The review of the Actions and Tasks linked to the strategies identified within the CSP (Community Strategic Plan) and the required strategies by Council to deliver those outcomes has resulted in a more streamlined document that has a more defined link to the needs of the community and deliverables that are easier to measure. In addition to this strategic approach, community needs are able to be identified by the community and raised through contact with Council or elected members at which point Council can consider representation, advocacy and/or lobbying actions required. Through Council's systems aimed at continual improvement of operations, staff also have the opportunity to identify further needs community needs not already identified for consideration by Council.
General Manager	GM Management	1.3.1.1 Identify opportunities to advocate our interests with local community groups and organisations and the State and Federal Government on issues such as planning, development and the provision of services and facilities.	Ongoing		Weekly meetings are held with the executive of the Gunnedah and District Chamber of Commerce and as a result, a closer relationship has been developed with a focus on encouraging development and investment in Gunnedah Shire. The Chamber is notified of Council's tenders when as they are advertised to ensure local business with the capacity to tender have an opportunity to do so. Council resolved to conduct workshops in relation to voluntary planning agreements to ensure that ongoing negotiations with mining companies result in the best possible outcome for the Gunnedah community.
General Manager	GM Management	4.6.1.1 Identify resources from government agencies to facilitate investment in renewable energy operations in partnership with Namoi Councils.	Ongoing		Namoi Councils JO continues to seek opportunities for support from other government for renewable energy operations. The Namoi JO has convened an energy and sustainability group which will identify opportunities for Councils in the New England North West Climate Adaptation Plan and how Councils can assist each other in delivering on more energy efficient technologies and funding in collaboration with member Councils. The Group will also review street lighting funding across the region.
General Manager	GoCo	3.1.1.1 Market Council's community care services.	Completed	100	Marketing and Communication Strategy 16/17 completed and included: Production and distribution of the GoCo Winter Newsletter in August and Summer Edition in December and Autumn Edition in March; Regular updates of GoCo Website; Attendance by staff at a range of events to promote GoCo; Regular media releases and advertisements; Production and distribution of GoCo marketing collateral. Set up GoCo Facebook completed February 2016. Signage on vehicles.
General Manager	GoCo - Aboriginal Elders	1.7.2.1 Ensure effective and efficient delivery of services to Aboriginal Elders.	Completed	100	The Aboriginal Elders Commonwealth Home Support Program (CHSP) Service is progressing well with outputs met for 2016/17. This program largely provides group social support including trips away, day trips to significant Aboriginal sites, weekly craft group and luncheons. There up to 12 Aboriginal Elders actively participating in this group. Service Provision reports collected and provided to funding bodies on time. Computer Software Renewal completed. 2016/17 Budget income and expenditure on target. The Annual Customer Service Satisfaction Survey completed in 3rd Quarter of 2016/17 with high level of satisfaction reported by 100% of Elders attending.
General Manager	GoCo - Community Hub	3.7.3.1 Provide quality youth services that are comprehensive, responsive and empowering for young people.	Completed	100	The GoCo Community Hub provided quality services to its target groups during 2016/17 which is evident in outputs achieved. Additional grant funds were received during 2016/17 which enabled service levels to be increased. Service Provision reports collected and delivered to funding body on time. GoCo Community Hub actual outputs exceeded 2016/17 targets. The Annual Customer Services Satisfaction Survey completed in 3rd Quarter of 2016/17. GoCo Community Hub budget income and expenditure met target for 2016/17.
General Manager	GoCo - Community Transport and Neighbour Aid	3.3.2.1 Ensure effective and efficient delivery of Neighbour Aid to eligible elderly people and young people with disabilities.	Completed	100	This program provided group and individual social support and transport to customers residing in villages across the Gunnedah Shire local government area. A recent initiative is the involvement of GoCo's Community Hub as an outreach service to these areas. Recruitment and induction of volunteers is took place in 2nd, 3rd and 4th quarters of 2016/17. Service Provision reports collected and provided on time to funding bodies. GoCo Neighbour Aid outputs met 2016/17 target. Annual Customer Services Satisfaction Survey was completed in 3rd Quarter of 2016/17. GoCo Neighbour Aid 2016/17 budget income and expenditure met 2016/17 target. Community Transport received growth funding which is being partly used for increasing service delivery in villages across the Gunnedah Shire local government area. An application for CHSP growth funds was also successful.

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General Manager	GoCo - Community Transport and Neighbour Aid	3.3.2.2 Ensure effective and efficient delivery of community transport to eligible elderly people and younger people with disabilities through the GoCo Community Transport Service.	Completed	100	This program provided group and individual social support and transport to customers residing in Gunnedah and villages across the Gunnedah Shire local government area. A recent initiative is the involvement of GoCo's Community Hub as an outreach service to these areas. New volunteers recruited and inducted in 2016/17. Service Provision reports collected and provided on time to funding bodies. GoCo Community Transport outputs met 2016/17 target. Computer Software Renewal is scheduled for later in 2016/17 subject to Transport for NSW making it available. Software not available by 30 June 2017. The Annual Customer Services Satisfaction Survey was completed 3rd Quarter of 2016/17. GoCo Community Transport budget income and expenditure met target for 2016/17. GoCo Community Transport received growth funding in 1st Quarter of 2016/17 which is being used to provide Community Transport to transport disadvantaged individuals across the Gunnedah Shire. One new vehicle renewal took place with receipt of the Mercedes Benz Sprinter modified bus in July. This bus is branded with GoCo's colours and logo.
General Manager	GoCo - Multi Service Outlet	3.2.1.1 Ensure effective and efficient delivery of Commonwealth Home Support Program (CHSP) services to eligible elderly people and younger people with disabilities in the Gunnedah Shire.	Completed	100	GoCo MSO provided individual and group social support with transport complementing these services. The recruitment and induction of new volunteers took place in 2nd, 3rd and 4th quarters of 2016/17. Service Provision reports were collected and provided to funding bodies on time. Computer software renewal completed. Annual customer service satisfaction survey was completed in 3rd Quarter of 2016/17. GoCo MSO YTD budget income and expenditure met 2016/17 target. A number of new grant funding opportunities have been pursued YTD, including: Application lodged for funds to hold Seniors Week in 2017 which was successful; Application for Commonwealth Home Support Program growth funds which was successful; \$250.00 in grant funds received for Carers Week 2016.
General Manager	GoCo Packages	3.2.1.2 Ensure effective and efficient delivery of individualised packages of support to eligible elderly people and younger people with a disability across GoCo Packages' catchment.	Completed	100	Service Provision reports for GoCo Packages were collected and delivered to funding bodies on time. GoCo Packages brokered a range of support services for customers from a panel of suppliers across 5 local government areas during the reporting period. These support services included case management, personal care, domestic assistance, respite care, social support (both group and individual), transport, assistive equipment and allied health services. The Annual Customer Services Satisfaction Survey was completed in the 3rd Quarter of 2016/17. The GoCo Packages income and expenditure was within forecasts for 2016/17. Home Care Packages were delivered in line with Consumer Directed Care requirements in 2016/17. GoCo was accredited as complying with the National Aged Care Standards by the Aged Care Quality Agency in August 2016. GoCo was successful in attracting 3 new additional HCPs and \$35k for Quality Improvement. DSP funding has decreased in line with budget projections and NDIS reforms.
General Manager	Human Resources	1.2.3.1 Talent management and succession plan developed and actioned to facilitate best practice through continuous improvement by demonstrable leadership.	Completed	100	Review of status of potential leaders has been completed and training and development plans have commenced for outdoor staff and indoor staff.
General Manager	Human Resources	1.2.6.1 Ensure effective and efficient delivery of training programs to staff, trainees and apprentices.	Ongoing		Corporate induction and on-boarding program bedded down. Australian Qualification Framework traineeships continued. A number of in-house courses have been conducted to leverage from internal capability to increase staff knowledge base and reduce cost through reliance on external service providers. Leadership training provided through Institute of Management to support principles of change management and accountability. An e-list is updated annually on our e-performance program to help staff and their leads with training selection. The Corporate Trainer continues embedding knowledge into employees to ensure accountability and compliance concerning various processes and procedures.
General Manager	Human Resources	1.2.6.2 Implement systems and processes to facilitate attraction and retention.	Ongoing		Scout e-recruitment program being utilised to provide a streamlined and user friendly platform. This has resulted in considerable cost savings in relation to advertisements and will reach a broader recruitment pool of applicants. Time to recruit reduced.

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General Manager	Human Resources	1.2.6.3 Performance Management: accountable and compliant.	Ongoing		Electronic performance system now embedded. This uses the NSW Government capability framework and provides greater focus on accountability and performance. Gunnedah Shire Council is one of only nine Councils to implement the framework in NSW and LG NSW is developing a very similar framework on the same set of capabilities.
General Manager	Human Resources	1.2.6.4 Review Workforce Labour Plan annually.	Completed	100	Critical assumptions that inform potential labour needs have been obtained from stakeholders for assessment. Other Considerations include: major works projects; changes to Labour laws; industrial landscape; and contemporary work patterns.
General Manager	Human Resources	1.2.6.5 Work, health and safety and employee wellbeing articulated into action.	Ongoing		Work Place Health surveillance continues The Employee Assistance Program continues to provide appropriate, consistent and equitable assistance and support to all employees experiencing problems and/or difficulties, by they personal or work related. Council has collaborated with Centacare New England North West to assist in sourcing solutions for problems experienced by employees, including: physical illness; alcohol and/or drug dependence; emotional problems; marriage and/or family problems; financial or legal problems; or interpersonal conflicts.
General Manager	Human Resources	1.2.6.6 Workplace culture of engaged employees.	In Progress	50	Council has implemented a number of strategies in response to its Employee Engagement initiative and wishes to evaluate any further opportunities in areas that were identified as hot buttons. Recommendations will be sought for implementation that provide for effective interventions for changing workplace culture.
General Manager	Human Resources	1.6.3.1 Opportunities explored and promoted concerning traineeships, apprenticeships and cadetships in the wider community.	Ongoing		Council has disseminated information concerning traineeships through Gunnedah and District Chamber of Commerce and continues to engage trainees in its work force.
General Manager	Human Resources	1.6.4.1 Evaluate and promote opportunities for trainees in Council.	Ongoing		A number of trainees continue to be engaged across Council to assist and promote retention of youth in the community through providing career opportunities.
General Manager	Saleyards	1.2.5.9 Ensure safe, effective and efficient operation of the Gunnedah Regional Saleyards.	Completed	100	All systems running well. No safety incidents.
General Manager	Saleyards	1.2.8.5 Ensure financially sustainable operation of the Gunnedah Regional Saleyards.	Completed	100	revised numbers from april budget review came in very close to budget. dividend paid to council and small money into reserve Numbers are running behind due to weather and prices. Will have better idea when come to April quarterly budget review.
Infrastructure Services	Administration Buildings	2.2.1.1 Review and update Capital Works Programs - Administration Buildings.	In Progress	80	Internal painting completed Replacement of unserviceable air conditioners 80% completed Quotations for carpet replacement are being reviewed
Infrastructure Services	Administration Buildings	4.8.3.1 Provide systems and processes to identify opportunities to reduce the energy consumption of the organisation.	Ongoing		Energy audit completed on Council key buildings, Solar installed with high energy use assets Solar systems have been serviced to ensure they are operating at capacity and effective Reviewing energy efficient lighting options for Administration building Replacement program in place for aging unserviceable & high energy use air conditioning units, with more energy efficient systems
Infrastructure Services	Airport	2.2.1.2 Ongoing maintenance and reseal Runway 11-29.	Completed	100	Main run way completely resealed and reline marked with miner defects rectified before seal under taken
Infrastructure Services	Airport	2.2.1.3 Review and update Airport Capital Works Program.	Ongoing		Capital Works Program consistent with Asset Management Plan, works under taken as per program
Infrastructure Services	Airport	2.3.4.1 Creation and implementation of Airport Master Plan.	Ongoing		Negotiations have been under taken with area club, for the implementation of the master plan
Infrastructure Services	Assets	2.2.4.1 Coordinate asset revaluation programs.	In Progress	90	Revaluations have been received and are currently being input into the asset management system ready for revaluations.

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Infrastructure Services	Assets	2.2.4.2 Review and update Asset Management Plans across the organisation.	In Progress	95	Currently awaiting updates from asset managers for technical briefs.
Infrastructure Services	Bridges	2.2.1.4 Ongoing maintenance of bridges and culverts across the Shire.	Completed	100	Various culverts throughout the Shire repaired for separation whilst council received a grant for a level 2 and 3 assessment to be under taken, provide council with a maintenance estimate whilst ensuring that they are safe for HML loads
Infrastructure Services	Bridges	2.2.1.5 Review and update Bridges Capital Works Program.	In Progress	30	Simpson bridge is under construction in early August with the completion scheduled for the end of November 2017
Infrastructure Services	Bus Shelters	2.2.1.6 Ongoing maintenance of bus shelters across the Shire.	Completed	100	A bus shelter at Curlewis required Glass replaced with mesh, and the bus shelter in Conadilly street required Perspex replacement due to Vandals
Infrastructure Services	Car Parks	2.2.1.7 Ongoing maintenance and upgrade of car parks within the Shire.	Completed	100	Maintenance under taking as required, at which included removal of some dead trees
Infrastructure Services	Car Parks	2.2.1.8 Review and update Car Parks Capital Works Program. Capital plan updated and car park shortage has been identified, council will be looking at a solution going forward	Completed	100	No carpark capital works for carparks identified in the 2016/17 year. However it has been identified that going forward there may be a shortage of parking
Infrastructure Services	Caravan Parks and Camping Grounds	2.4.7.1 Ensure ongoing access for caravans and recreational vehicles to South Street Caravan Park.	Ongoing		South Street caravan park is currently under Licence to the Gunnedah & District Kennel Club, Council engages with the organisation to maintain standards and access to all Caravans and Recreational vehicles under the Licence agreement terms
Infrastructure Services	Cemeteries	2.2.5.2 Provide timely burial service for the Gunnedah Memorial Park Cemetery, Hunter Street Cemetery and Villages.	Ongoing		Burial services take the highest priority within Council and all required infrastructure is allocated to the process to achieve a timely outcome for the client
Infrastructure Services	Cemeteries	2.2.5.3 Review and update Maintenance Programs - Cemeteries, across the Shire.	Ongoing		Ongoing process of review dependant on seasonal and burial requirements. Maintenance schedules are displayed in advance for the communities information at the entrance to the Memorial Park Cemetery. Village cemeteries are maintained through Progress Associations and or Contractual services
Infrastructure Services	Commercial Properties	2.2.1.10 Review and update Capital Works Programs - Commercial Properties.	Completed	100	Town hall upgrade for lease requirements completed
Infrastructure Services	Commercial Properties	2.2.1.9 Ongoing maintenance and repairs of Council's building assets (commercial properties) to meet operational standards.	Ongoing		Councils commercial property maintenance & repairs schedules are based on regular inspections along with engaging cyclic, reactive, historical and planned processes
Infrastructure Services	Commercial Properties	4.8.3.2 Provide systems and processes to identify opportunities to reduce the energy consumption of the organisation.	Ongoing		Energy audit completed on Council key buildings, Solar installed with high energy use assets Solar systems have been serviced to ensure they are operating at capacity and effective Reviewing energy efficient lighting options for Administration building Replacement program in place for aging unserviceable & high energy use air conditioning units, with more energy efficient systems
Infrastructure Services	Community Housing	2.2.1.11 Ongoing maintenance and repairs of Council's building assets (community housing) to meet operational standards.	Ongoing		Councils community housing maintenance & repairs schedules are based on regular inspections and consultation with tenants along with engaging cyclic, reactive, historical and planned processes
Infrastructure Services	Community Housing	2.2.1.12 Review and update Capital Works Programs - Community Housing.	Completed	100	No capital works identified for the 2016/17 financial year
Infrastructure Services	Depot	2.2.1.13 Ensure effective and efficient operation of the Depot Facility.	Ongoing		Depot secure and accessible for all users.

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Infrastructure Services	Depot	2.2.1.14 Review and update Depot Capital Works Program.	Completed	100	Capital works completed for 16/17 year. Capital program included a Concrete slab in front of welding bay for unloading of plant. Pavement rebuilding in front and back of workshop in conjunction with resealing the high trafficable areas
Infrastructure Services	Design	2.2.1.15 Undertake survey and design work.	Completed	100	Survey and Design works undertaken in line with works programs.
Infrastructure Services	Design	2.2.5.4 Creation and implementation of traffic studies to improve the safety of the community.	Completed	100	Ongoing Traffic Counter Program
Infrastructure Services	Emergency Services and Fire Control	3.2.5.1 Ensuring that appropriate access for emergency services is available across the Shire.	Ongoing		As 2.3.3.1 with respect to second road over rail bridge construction.
Infrastructure Services	Emergency Services and Fire Control	4.2.4.1 Review and update the DISPLAN annually, including sub-plans for bushfires, wildfires, evacuation procedures, floods and aerodrome.	Ongoing		Sub-plans for flood updated April 2014. Bushfire Risk Management Plan updated August 2015 prior to fire season. Aerodrome Emergency Plan to be updated June 2016. DISPLAN contacts updated every four months.
Infrastructure Services	Footpaths and Bike Tracks	2.2.1.16 Ongoing maintenance and upgrade of footpaths and bike tracks across the Shire.	Completed	100	A number of footpath trip hazards/defects were identified at which required remediation including Conadilly street, Barber, and Bloomfield
Infrastructure Services	Footpaths and Bike Tracks	2.2.1.17 Works program updated however the highlight for Gunnedah was the adoption of the Pedestrian Access Mobility Plan know as the PAMP and Cycleway plan.	Completed	100	A review of the pedestrian access mobility plan has been completed with a number of Pram ramps identified at which don't meet standard
Infrastructure Services	GIS/LIS	1.2.10.4 Ensure effective and efficient delivery of geographical information services across Council and to the community.	Completed	100	GIS position has been filled and we are currently reviewing the GIS applications used throughout Council.
Infrastructure Services	Halls and Centres	3.9.1.2 Ongoing maintenance and repairs of Council's building assets (halls and centres) to meet operational standards.	Ongoing		Councils Halls and centres maintenance & repairs schedules are based on regular inspections along with engaging cyclic, reactive, historical and planned processes. Emerald Hill Hall stage 2 works completed. Town Hall upgrade for lease requirements completed
Infrastructure Services	Halls and Centres	3.9.1.3 Review and update Capital Works Programs - Halls and Centres.	Completed	100	Town Hall upgrade for lease requirements completed
Infrastructure Services	Infrastructure Management	2.2.9.1 Investigate strategies to ensure the local road network and regional transport are sustainable and provide for future growth of Gunnedah Shire.	Ongoing		Participation in intermodal discussions with Transport for NSW and Regional Councils and freight operators. Working with Namoi Councils to undertake regional freight strategy. Working with RMS for B triple access on Oxley Highway to Tamworth.
Infrastructure Services	Infrastructure Management	2.3.3.2 Identify strategies to maintain long term infrastructure.	Ongoing		Continuing to work with RMS to construct the second road over rail bridge.
Infrastructure Services	Kerb and Gutter	2.2.1.18 Ongoing maintenance and upgrade of kerbs and gutters across the Shire.	Completed	100	Ongoing maintenance undertaken in various locations within the urban area, including: Links Road, Johnson Street, Barber Street and Gallen Avenue. Additional areas identified for 17/18 budget including the intersection of Elgin and Barber

Directorate	Business Unit	Action	Action Status	Percent Complete	Comments
Infrastructure Services	Kerb and Gutter	2.2.1.19 Review and update Kerb and Gutter Capital Works Program. Capital works reviewed and updated for 2017/18 year	Completed	100	Capital works completed for 16/17 year including Went worth, Bloomfield, Little Barber and Elgin street
Infrastructure Services	Noxious Weeds	4.2.1.1 Provide systems and processes to ensure compliance with noxious weeds legislation and standards.	Not Started	0	Continued aerial weed inspection and personal follow up on known outbreaks.
Infrastructure Services	Noxious Weeds	4.2.2.1 Identify and provide noxious weed spraying services to the community.	Not Started	0	Continued education programs including Ag-Quip, Keepit Dam, etc.
Infrastructure Services	Parks and Gardens	2.2.5.5 Investigate and pursue opportunities for increased usage of Open Spaces (parks and gardens) throughout the Shire.	Ongoing		A playground equipment replacement program has been instigated on an annual basis with replacement of aging infrastructure and replacement with new equipment suitable to the park and immediate community through a consultation and survey process. New parks are being established in conjunction with the development of new housing estates.
Infrastructure Services	Parks and Gardens	2.2.5.6 Provide systems and processes to manage Council and crown land leases and licenses.	Ongoing		Council maintains a lease/Licence/facility agreement portfolio with various Clients/organisations, these agreements are managed for currency and reviewed/inspected regularly to ensure compliance
Infrastructure Services	Parks and Gardens	3.12.1.1 Identify suitable areas for the implementation and installation of outdoor gym equipment in conjunction with the current and future cycleway and walkway network.	Ongoing		An outdoor gym equipment installation program has been instigated and is an ongoing process in conjunction with existing pathways along with future developments of the cycleway and walkway program through out town.
Infrastructure Services	Parks and Gardens	3.4.1.1 Collaborate with Village progress associations to ensure effective and efficient delivery of maintenance of the Village open spaces.	Ongoing		Village maintenance is undertaken through a contract agreement with Village Progress Associations, this is to provide the Associations with ownership and involvement with their villages. Council ensures effective and efficient service delivery through regular inspections and consultation with the Progress Associations. Council also engages contractual services for villages that do not have active Progress Associations
Infrastructure Services	Parks and Gardens	4.9.4.1 Implementation of Street Tree Strategy.	Ongoing		Stage two of the Street tree strategy has commenced with the removal of the trees in the footpaths along Conadilly Street between Rosemary street and Blackjack creek Trees will be planted in the Street corridor in the cooler months
Infrastructure Services	Parks and Gardens	4.9.4.2 Review and update Maintenance Programs - Parks and Gardens across the Shire.	Ongoing		This is an ongoing process, maintenance programs are reviewed constantly and amended as required based on seasonal aspects, environmental considerations and communities usage and requirements.
Infrastructure Services	Private Works	2.2.7.1 Creation and implementation of private works program.	Completed	100	Various grading jobs throughout the Shire for private land holders, primarily road grading.
Infrastructure Services	Quarry Operations	2.2.1.22 Ongoing maintenance of Council's quarries.	In Progress	80	Test provided council with verification that Rank mores has a high quality gavel source to which council is currently under taken a DA to extract material for its local network
Infrastructure Services	Regional Roads	2.2.1.23 Ongoing maintenance of Regional Roads.	Completed	100	Council has been under taken a trial whilst estimating and comparing the utilising grader, water cart, and roller on the unsealed network. Council has received positive results from the local residents at which will be carried onto a regional network. Investigation have already been arrange in 17/18 for pavement material testing on Grain valley for future works.
Infrastructure Services	Rural Sealed Roads	2.2.1.24 Ongoing maintenance of pavement reconstruction programs across the Shire.	Completed	100	Maintenance under taken as required, however due to the extra warmer months the rural network required extra road side slashing

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Infrastructure Services	Rural Sealed Roads	2.2.1.25 Ongoing maintenance of Rural Sealed Roads.	Completed	100	Capital works program has successfully been completed for 16/17, including Wandobah, Kelvin, Goolhi, and Quia
Infrastructure Services	Rural Sealed Roads	2.2.1.26 Review and update Rural Sealed Roads Capital Works Program.	In Progress	50	The capital works program for the reporting period included shoulder widening and pavement renewal on various roads, such as Blue Vale Road, Black Stump Way, Kelvin Road and Goolhi Road.
Infrastructure Services	Rural Unsealed Roads	2.2.1.34 Ongoing maintenance of Rural Unsealed Roads.	Ongoing		Trials have been undertaken for the past couple of months with the change of practice utilising Grader, roller, and water cart, at which council has received positive results from all stakeholders. Going forward council will be implementing grader, roller, and water cart on the main Arterial roads including Pullaming, Clifton, Normans, Kelvin, Mystery just to name a few
Infrastructure Services	Sewer Services	2.2.2.2 Creation and implementation of upgrade works for improvement of infrastructure and increased capacity for Sewage Treatment Works.	In Progress	40	Construction of STP upgrade in progress. Significant concrete structures completed and main contractor is scheduled for completion in December 2017
Infrastructure Services	Sewer Services	2.2.2.3 Ensure effective and efficient delivery of sewerage services across the Shire.	Ongoing		On going maintenance and repairs undertaken as required. Regular inspections completed in-line with EPA requirements
Infrastructure Services	Sewer Services	2.2.2.4 Review and update Sewer Capital Works Programs.	Ongoing		Sewer main relining program commenced with new lines being investigated and previous relined junctions surveyed. Major junction dig ups are planned.
Infrastructure Services	Sporting Grounds	1.7.6.1 Creation and implementation of the Gunnedah Racecourse Master Plan.	Completed	100	Racecourse Master Plan is completed
Infrastructure Services	Sporting Grounds	2.2.5.8 Investigate and pursue opportunities for increased usage of open spaces (sporting grounds) throughout the Shire.	Ongoing		Consultation with sporting organisations in respect to their requirements has been undertaken & will be an ongoing process. Sporting facilities are being improved in conjunction with the Riverine Precinct Project to cater for sporting events.
Infrastructure Services	Sporting Grounds	3.6.2.1 Review and update Capital Works Program - Sporting Grounds.	In Progress	90	Construction of a three turfed Cricket wicket table at Namoi Playing fields has been completed. Riverine sporting precinct project completed Riverine road works 90% completed, drainage culvert on the corner of Maitland & Rosemary Streets required
Infrastructure Services	Sporting Grounds	4.9.4.3 Review and update Maintenance Programs - Sporting Grounds across the Shire.	Ongoing		This is an ongoing process, maintenance programs are reviewed constantly and amended as required based on seasonal aspects, environmental considerations, communities usage and sporting organisations requirements.
Infrastructure Services	State Roads	2.2.1.27 Review and complete Roads Maintenance Council Contract (RMCC - Roads and Maritime Services) Maintenance Program.	Completed	100	Council has had a extensive year with RMS, Completing Wilkinson road, Western and Easter overtaking, Bar at Mullaley, Heavy Patching and resealing programs for the RMS
Infrastructure Services	Stormwater Drainage	2.2.1.28 Ongoing maintenance and upgrade of stormwater infrastructure in the Shire.	Completed	100	Gross pollutant traps have been cleaned, whilst various gull pits required cleaning and repairing
Infrastructure Services	Stormwater Drainage	2.2.1.29 Review and update Stormwater Capital Works Program.	In Progress	60	Links road stormwater is currently being constructed with 7 new 2.4 lintels, and 4 new 1.8 lintels to enhance the catchment into George street
Infrastructure Services	Stormwater Drainage	4.4.4.1 Creation and implementation of Stormwater Education Program.	Completed	100	Ongoing works with Council's stormwater infrastructure are undertaken on a regular basis.
Infrastructure Services	Stormwater Drainage	4.4.4.2 Provide systems and processes to identify opportunities to harvest stormwater runoff.	Ongoing		Review of potential methods of reducing stormwater volumes, flows and runoff frequencies is ongoing.

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Infrastructure Services	Stormwater Drainage	4.4.6.1 Ongoing maintenance of gross pollutant traps across the Shire.	Completed	100	The four gross pollutant traps are inspected and cleaned on a regular basis throughout the year
Infrastructure Services	Street Cleaning	2.2.1.30 Ongoing maintenance and cleaning of streets across the Shire.	Completed	100	Street cleaning program has been implemented to enhance the pavers within the main street at which Crewing Gum and high pressure cleaning will take place before agquip
Infrastructure Services	Street Lighting	4.8.3.3 Identify opportunities to reduce costs to deliver efficient and effective lighting to streets across the Shire.	Completed	100	Expansion of councils light has called for a lighting design to be upgraded on the corner of hunter and Rodney
Infrastructure Services	Swimming Pools	2.2.1.31 Ensure effective and efficient swimming pool complex is available to the community.	Ongoing		The Gunnedah Pool Complex is managed to Royal Life Saving guidelines and has been audited for compliance to ensure the operation provides a safe, effective and efficient service given the age and infrastructure currently in place. The upgrade process of the complex will increase operational standards and compliance by replacing old infrastructure with state of the art facilities and equipment.
Infrastructure Services	Urban Streets	2.2.1.32 Ongoing maintenance of Urban Streets.	Completed	100	Maintenance as and when required.
Infrastructure Services	Urban Streets	2.2.1.33 Review and update Urban Streets C	Completed	100	Completion of Councils renewal program for the current urban years budget was a major achievement for all of Council at which included Links road, another block in Bloomfield street, changing Chandos back 2 way Hunter and Rodney street round about(black spot funded)
Infrastructure Services	Urban Streets	2.2.6.1 Ongoing review and maintenance of urban streets to ensure car, bicycle and pedestrian safety.	Completed	100	Linemarking undertaken to refresh pedestrian access in Conadilly Street and Stock Road and several trees were trimmed in Conadilly Street to ensure sign visibility whilst minor defects repaired through out the urban network
Infrastructure Services	Water Services	2.2.3.1 Ensure effective and efficient delivery of water services across the Shire.	Ongoing		On going maintenance and repairs undertaken as required. Regular inspections completed in-line with Water NSW requirements
Infrastructure Services	Water Services	2.2.3.2 Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.	Ongoing		Water Quality Management System implemented inline with quality assurance plan.
Infrastructure Services	Water Services	2.2.3.3 Main replacement program for Gunnedah Water Services (CAPITAL).	Ongoing		Water main replacement program in progress. Main replacements in 2016/17 include Hopedale Avenue, Barber St, Little Bloomfield St, Conadilly St, Beulah St and McDonaugh Place. Water main extension was completed in O'Neill Rd.
Infrastructure Services	Water Services	2.2.3.4 Review and update Water Capital Works Programs.	Ongoing		Program updated regularly
Infrastructure Services	Water Services	4.4.3.1 Collaborate with Save Water Alliance delivering educational strategies on water consumption reduction.	Ongoing		Undertaking joint water education and conservation program through new provider with Namoi Water alliance.
Infrastructure Services	Water Services	4.4.5.1 Implement strategies to ensure permanent water allocation retained.	Ongoing		On going discussions with DPI-Water to insure water allocation remains.
Planning and Environmental Services	Animal Control	4.3.2.1 Administer the Companion Animals legislation across the Shire.	Completed	100	As a result of administering Companion Animals legislation across the Shire 288 dogs and 68 cats were processed through the pound between 1 July 2016 and 30 June 2017. Of the animals processed, 62 dogs and 2 cats were rehomed, with a further 77 dogs released to their owners.

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Planning and Environmental Services	Building Control	2.2.5.1 Assess and process swimming pool barrier compliance certificate applications in accordance with the Swimming Pools Act 1992 and Swimming Pools Regulation 2008.	Completed	100	All applications for Swimming Pool Barrier Compliance Certificates were processed in accordance with the Swimming Pools Act 1992 and the Swimming Pools Regulation 2008. Key staff undertook additional training which focused on interpretation of the Swimming Pool Act, the Swimming Pool Regulations and associated Australian Standards. Inspections of swimming pool barriers were also undertaken in accordance with the Gunnedah Shire Council Swimming Pool Barrier Inspection Program.
Planning and Environmental Services	Building Control	4.8.1.1 Assess and process construction certificate applications in accordance with legislation and the Building Code of Australia.	Completed	100	Construction certificate applications were assessed and processed in accordance with the Environmental Planning and Assessment Act, the Environmental Planning and Assessment Regulation and the Building Code of Australia. Assessment templates have been developed to assist in assessing Construction Certificate applications against the relevant parts of the Building Code of Australia and associated Australian Standards. Key staff have undertaken professional training to ensure that they are informed/educated in changes to the Building Codes and Australian Standards.
Planning and Environmental Services	Building Control	4.8.2.1 Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings to applicants.	Ongoing		Pre-lodgement advice relating to compliance with relevant pieces of legislation has been provided to applicants of residential, commercial and industrial developments. This advice was delivered at 'face to face' meetings and by reviewing preliminary plans, details and specifications submitted to Council. This initiative has resulted in complex constructive certificates being able to be processed in shorter timeframes and without the need for amended or additional information to be provided.
Planning and Environmental Services	Community and Social Planning	1.1.2.1 Celebrate volunteers and role models in our community.	Ongoing		Library volunteers supported and recognised regularly. Whilst no specific corporate event or function was conducted, ongoing support for volunteers assisting the organisation to deliver services to the community.
Planning and Environmental Services	Community and Social Planning	1.1.3.1 Identify opportunities to support and build capacity of local community groups and organisations to enhance service delivery.	Ongoing		Utilise opportunities to network and shared resources sharing opportunities in relation to service delivery. Ongoing support of local events to raise awareness of social issues. Ongoing liaison with and participation at village hall committees and progress association meetings . Connections to grant funding opportunities and support for grant writing. Participated in strategic planning workshops to identify gaps in services.
Planning and Environmental Services	Community and Social Planning	1.1.4.1 Collaborate with Progress Associations and Hall Committees to enhance access opportunities for the residents.	Ongoing		Maintaining contact with Village Halls and Progress Associations to increase participation in local and regional events. Connect committees with opportunities such as Section 356 Community grants, with the Section 356 Policy to facilitate greater access and equity.
Planning and Environmental Services	Community and Social Planning	1.7.6.2 Encourage and support community action groups and progress associations.	Ongoing		Liaison with village hall committees and progress associations ongoing, with strong level of engagement. Support and attend meetings to provide information and linkages to grant opportunities and provide practical support for grant writing. Council staff work with groups to encourage access to insurance support initiative of Council seeking to clarify terms of the Licence Agreements and facilitates options for smaller committees.
Planning and Environmental Services	Community and Social Planning	2.1.6.1 Promote the Gunnedah Shire as a liveable community.	Ongoing		An extensive engagement process was completed involving over 340 residents in order to develop the Disability Inclusion Plan by 30 June 2017. Numerous projects were initiated including the Postcards to the Mayor – connecting Children to Council art initiative, community workshops, community cafes, surveys and face to face discussion. A survey in relation to the proposed Inclusive Playground was undertaken with 119 respondents. The Inclusive Playground Working Group considered a detailed report and consultant design brief to facilitate action of development of the Inclusive Playground Concept Plan. Ongoing liaison with community groups to build their capacity to deliver events which enhance social connectedness to the community and foster sense of place. The Crime Prevention Plan focuses on delivery of community safety initiatives and Report submitted to reconvene defunct Access Working Group which now meets bi-monthly to foster and facilitate inclusion activities. Initiated the Disability Parking awareness event in Conadilly Street and lobbied Council for increased focus on disability parking enforcement.

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Planning and Environmental Services	Community and Social Planning	3.10.5.1 Advocate and administer grant funding to support community and cultural activities across the Shire.	Ongoing		Provide ongoing linkages to community and sporting groups and in particular village hall committees and progress associations. Several grant applications were prepared and submitted, including: Gallery Revitalisation Project, Wolseley Park Safety Enhancement and Reactivation Project, Gunnedah Shire Tree Change to Fill Skills Shortage Project and two Expressions of Interest on behalf of Council.
Planning and Environmental Services	Community and Social Planning	3.11.2.1 Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture.	Ongoing		Participation and support of NAIDOC Week event and activities including financial support of \$4,500 for the community, and events included a free movie day, a NAIDOC Week exhibition, exhibited the Back to Burrabee by local artist Warwick Keen, and supported community events via participation at Winanga-Li and Red Chief Local Area Land Council. A draft Welcome to Country and Acknowledgement of Country Policy have been developed, with a Councillor Workshop conducted in 2017. Commenced Cultural Plan activities.
Planning and Environmental Services	Community and Social Planning	3.12.2.1 Administer financial assistance to community and sporting groups with Section 356 Community and Sports Small Grants Program.	Completed	100	The 2016/17 Section 356 grant funds were disseminated in August 2016, with 7 sports grant applications received. Five were successful with \$15,300 allocated. 15 community grant applications were received with 9 successful and \$18,698.40 allocated. The Section 356 Policy was reviewed to facilitate greater access and equity.
Planning and Environmental Services	Community and Social Planning	3.2.3.1 Advocate for delivery of health services to the community.	Ongoing		Advocacy provided through the delivery of the Connecting Our Communities Forum which identified gaps in services and made recommendations for service enhancement. Advocated via support of specific awareness raising events, eg drug and alcohol initiatives, domestic and family violence, child safety. Lobbying and advocacy provided through the development of Disability Inclusion Action Plan 2017-21 and delivery of Crime Prevention Plan actions. Supported community events through attendance at Domestic and Family Violence Action Group meetings, Community Roundtable, NAIDOC meetings. Initiated the Shoes on Kitchener Park domestic violence awareness event with the support of the Domestic and Family Violence Action Group.
Planning and Environmental Services	Community and Social Planning	3.3.3.1 Continue to participate in forums and initiatives aimed at supporting the low socio economic members of the community.	Ongoing		Participation and promotion of Council initiatives is ongoing via interagency meetings such as community roundtable and social media.
Planning and Environmental Services	Community and Social Planning	3.6.1.1 Undertake a review of Alcohol Free Zones within the Gunnedah Shire.	Completed	100	The designated zones have been reinstated for another four year term, with two new areas of coverage included. Some signage has been renewed.
Planning and Environmental Services	Community and Social Planning	3.6.4.1 Identify and develop opportunities that reduce crime and enhance community safety throughout the Shire.	Ongoing		Ongoing implementation of the recommendations within the Crime Prevention Plan 2014-2017. The Crime Prevention Working Group support for community based community safety and crime prevention initiatives with bi-monthly meetings conducted. Reports considered by the Working Group were provided to enhance community safety knowledge ie Sharps, domestic violence, CCTV. A CCTV walking tour was initiated with local Police, Working Group members and Councillors to map and review existing locations. Preparation of a report to develop a CBD CCTV Strategy commenced. Currently implementing Eastern CBD CCTV Stage 3 project. Monitored ongoing implementation of the actions within the Crime Prevention Plan 2014-2017 across Council with a review to be commenced in July 2017. The Safer by Design safety audit was conducted by the Working Group at Wolseley Park to support a grant submitted under the Safer Communities Fund.
Planning and Environmental Services	Community and Social Planning	3.8.2.2 Identify opportunities to develop multi cultural resources that promote access and increase knowledge.	Ongoing		The Disability Inclusion Action Plan was developed over a 3 month period and identified actions to facilitate multicultural, bilingual and access focused resources and adherence to WCAG(2) guidelines in the printing and development of marketing and event collateral. An Accessible Events Policy has been developed and will identify gaps in web resources and the development of an Accessible Contents Policy to set a standard across Council for publications has been proposed.
Planning and Environmental Services	Community and Social Planning	3.9.1.1 Participate in Village community group meetings to communicate available services across the Shire.	Ongoing		Liaison with and participation at village hall committees and progress association meeting is ongoing, with a strong rapport developed with Council staff.

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Planning and Environmental Services	Development and Planning	1.2.2.1 Assess and process development proposals in accordance with the Environmental Planning and Assessment Act.	Ongoing		All development applications are assessed and processed in accordance with the provisions of the Environmental Planning and Assessment Act. Relevant conditions of consent are imposed to ensure that Council's Local Environmental Plan and Development Control Plan provisions are implemented.
Planning and Environmental Services	Development and Planning	1.2.2.2 Implement Open Space Strategy initiatives.	Ongoing		The Open Space Strategy initiatives are regularly considered in strategic planning projects. Council's Development Control Plan includes the provision of open space areas in the master plans for implementation by future development.
Planning and Environmental Services	Development and Planning	1.2.2.3 Ongoing implementation of floodplain management strategies into the development application assessment process.	Ongoing		Floodplain Management strategies are implemented through the development process. Development which is subject to flooding is required to undertake additional investigation in regard to the impact of flooding on the proposed development. Conditions of consent are applied where required.
Planning and Environmental Services	Development and Planning	1.4.1.1 Identify funding opportunities for local services and facilities through developer contributions, voluntary planning agreements and lobbying government agencies.	Ongoing		Council's developer contributions plans are applied to all development applications, where applicable. The funds collected from these contributions are utilised in the provision of Council's Delivery Plan and in accordance with the works identified in the contributions plans. Council has resolved to enter into Voluntary Planning Agreements with developers to ensure that local services and facilities are provided.
Planning and Environmental Services	Development and Planning	1.8.3.1 Identify educational requirements through submission on major development proposals.	Ongoing		Through the lodgement of submissions in regard to major development proposals, Council highlights the need for consideration of education requirements within the community as a result of the proposed development. The submission is considered by the Department of Planning during the assessment of the development.
Planning and Environmental Services	Development and Planning	2.2.8.1 Implement Council's Section 94A Contributions Plan where applicable.	Ongoing		Consideration and implementation, where applicable, of Council's Section 94A Contributions Plan is undertaken with the assessment of each development application. When applicable, a condition of consent is imposed for a monetary contribution to facilitate identified local services and facilities.
Planning and Environmental Services	Development and Planning	2.3.3.1 Ongoing liaison with rail and government agencies in relation to State Government approved major projects impacting rail infrastructure.	Ongoing		Through the lodgement of submissions in regard to major development proposals, Council liaises with rail and government agencies to encourage consideration of impacts on rail infrastructure as a result of the major development projects. The submission is considered by the Department of Planning during the assessment of the development.
Planning and Environmental Services	Development and Planning	2.5.2.1 Review Development Control Plan provisions.	Ongoing		The provisions of the Development Control Plan are applied to each development application. Any provisions that require review are noted and will be incorporated into the Review of the plan.
Planning and Environmental Services	Development and Planning	3.3.3.2 Consideration of affordable housing during the development review of strategies and plans.	Ongoing		During the review of Council's strategic plans, consideration is given to the location and provisions for affordable housing. Council has received limited applications for affordable housing, which are assessed in accordance with the provisions of the State Environmental Planning Policy.
Planning and Environmental Services	Development and Planning	3.3.4.1 Encourage development incorporating residential blocks to attract new residents to the Shire.	Ongoing		Development applications for the creation of residential lots are assessed to ensure that they are attractive for future development within the Shire. Council's Local Environmental Plan and Development Control Plan provisions ensure that new residential development incorporate utility services, access, open space and landscaping.
Planning and Environmental Services	Development and Planning	3.6.3.1 Enforce Safer by Design principles in development applications.	Ongoing		The principles of Safer by Design are considered during the processing of each development application. Where required, relevant conditions of consent are applied to ensure that the principles are implemented.
Planning and Environmental Services	Development and Planning	4.1.1.1 Identify and promote reductions in energy and water consumption for new developments across the Shire through BASIX.	Ongoing		Where required by legislation, BASIX Certificates are provided at the development application stage. The requirements of the certificate are implemented at the require stages and checked prior to issue of a final occupation certificate to ensure reductions in energy and water consumption.
Planning and Environmental Services	Development and Planning	4.1.2.1 Implement Council's Development Control Plan with regard to provisions and location of open space areas.	Ongoing		Council's Development Control Plan, which contains master plans for future subdivision areas is implemented through the assessment of each application. The location of open space areas is identified in the master plans and are required to be provided in the subdivision of land.

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Planning and Environmental Services	Development and Planning	4.1.3.1 Consideration of inclusion of suitable koala habitat during assessment of major developments.	Ongoing		The implementation of Council's Koala Strategy and other state legislation to protect the koala and its habitat, is undertaken with each development application. Where koala habitat is located, Koala Plans of Management may be required.
Planning and Environmental Services	Development and Planning	4.2.3.1 Identify and promote legislative rehabilitation requirements for new developments across the Shire.	Ongoing		Council's Development Control Plan 2012 requires commercial and industrial development to provide a landscaping plan for the proposed development. For major developments, landscaping in the form of rehabilitation would be determined during the development application process.
Planning and Environmental Services	Development and Planning	4.3.2.2 Review legislation to facilitate identification of threatened species and the implementation of provisions for their protection.	Ongoing		Legislation is regularly reviewed to ensure that threaten species requirements are implemented through the development application process. The relevant investigation reports are requested where required for development assessment to ensure that threatened species are protected.
Planning and Environmental Services	Development and Planning	4.4.1.1 Support the Catchment Management Action Plan strategies.	Ongoing		Catchment Management Action Plan strategies have been reviewed. Where applicable, catchment management strategies are considered in the assessment of the development application and strategic planning.
Planning and Environmental Services	Development and Planning	4.4.2.1 Collaborate with Government Agencies to implement catchment management strategies across the region.	Ongoing		Catchment Management Action Plan strategies have been reviewed. Where applicable, catchment management strategies are considered in the assessment of the development application and strategic planning.
Planning and Environmental Services	Development and Planning	4.5.2.1 Implement protection measures in respect of European heritage and items of Aboriginal significance.	Ongoing		The provisions of the Gunnedah Local Environmental Plan 2012 that refer to the preservation of heritage items are being applied. Appropriate development conditions are applied for the development of items of heritage significance through the development application process.
Planning and Environmental Services	Development and Planning	4.9.1.1 Implement Council's Development Control Plan with regard to streetscape consistency across the Shire.	Ongoing		Council's Development Control Plan, which contains provisions for attractive streetscapes is implemented through the assessment of each application. The potential impact on the streetscape is considered for each application and appropriate conditions are applied.
Planning and Environmental Services	Development and Planning	4.9.2.1 Encourage appropriate development of items of heritage significance.	Ongoing		Appropriate development of items of heritage significance is being undertaken through the development application process. The provisions of the Gunnedah Local Environmental Plan 2012 that refer to the preservation of heritage items are being applied.
Planning and Environmental Services	Development and Planning	4.9.3.1 Implement the provisions of the Local Environmental Plan 2012.	Ongoing		Through the development application process, the provisions of the Gunnedah Local Environmental Plan 2012 are being implemented. Each development application is assessed against the relevant clauses of the plan.
Planning and Environmental Services	Domestic Waste Management	4.7.1.1 Ensure effective and efficient delivery of recycling services across the Shire.	Completed	100	Recycling services have been delivered across the Shire in accordance with the existing contractual arrangements in place with the service providers. A number of meetings have been held with service providers where Council has provided feedback on issues relating to the effective delivery of recycling services (collection and processing of yellow and green kerbside bins).
Planning and Environmental Services	Domestic Waste Management	4.7.2.1 Investigate strategies to increase the amount of waste recycled by households and industry in the Shire.	Ongoing		As part of the Northern Inland Regional Waste Group (NIRW), Gunnedah Shire Council has investigated strategies to increase the amount of waste recycled by households. Projects delivered included: audits of the amount of recyclable materials disposed of in the kerbside red bins – the result of these audits has led to improvements to kerbside recycling performance; education initiatives such as television advertisements informing the public of the types of waste that can be processed at the Gunnedah Community Recycling Centre.
Planning and Environmental Services	Domestic Waste Management	4.7.3.1 Investigate strategies to reduce waste produced by households and industry in the Shire.	Ongoing		As part of the Northern Inland Regional Waste Group, Gunnedah Shire Council has been investigating strategies to reduce waste produced by households and industry. Projects proposed by NIRW to achieve this include: promote reuse of discarded products; promote home composting and guide the community in reducing waste.

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Planning and Environmental Services	Domestic Waste Management	4.7.4.1 Provide systems and processes to manage the future waste management services across the Shire.	Ongoing		The following systems and processes have been implemented to manage future waste management services across the Shire: Monitoring to ensure adequate landfill life and replacement needs of the Gunnedah Waste Management Facility are met; provisioning for closure and remediation of the Gunnedah landfill. The Final Closure Plan for the Gunnedah Landfill is currently being prepared and will be completed in the 2017/18 Financial Year.
Planning and Environmental Services	Economic Development	2.1.4.2 Identify opportunities to advocate our local interests with local community groups and organisations and the State and Federal Government on issues such as planning and development, the provision of services and facilities.	Ongoing		Meetings attended when requested. Interaction with villages has been formalised with Council's Community and Social Planner being the main point of contact. Disability Inclusion Action Plan developed and adopted. Numerous grants for community projects applied for. Access Working Group reformed to advocate for people with access issues. Inclusive Playground Project Master plan prepared in draft format with adoption from Council expected early in the 17/18 financial year.
Planning and Environmental Services	Economic Development	2.1.5.1 Ensure a diversified economy by supporting existing industry and encouraging new industry to the Shire.	Ongoing		Monthly meetings with the Gunnedah and District Chamber of Commerce and Industry are held to discuss attraction of business to Gunnedah. Council has collaborated with the Chamber to develop an Investment Prospectus that has been translated into the Mandarin, Japanese and Korean languages. Trade and Investment Mission to China held in March 2017 which has led to significant interest. Leads have been followed up. Several return delegations have been received.
Planning and Environmental Services	Economic Development	2.1.8.1 Identify new business opportunities and assist in the expansion of existing businesses in the Shire by providing incentives through the Business Partner Program.	Completed	100	All Business Partner Program applications have been assessed, determined and acquitted. Council, in association with the Gunnedah and District Business and Industry Chamber have reviewed and augmented the Program Guidelines. Council approved an increase in the allocation to \$40,000 for the new financial year.
Planning and Environmental Services	Economic Development	2.1.9.1 Support Gunnedah and District Chamber of Commerce.	Ongoing		Council staff and Mayor meet with the Chamber on a monthly basis throughout the year. Council was the Major Sponsor of the Chamber's Spirit of Christmas Event and provided logistical and administrative support to its development and delivery.
Planning and Environmental Services	Economic Development	2.4.3.1 Identify potential partners to enhance access to and delivery of telecommunications activities across the Shire.	Ongoing		Meetings attended upon invitation.
Planning and Environmental Services	Economic Development	2.4.5.1 Identify opportunities to attract economic, sporting and cultural events to the area.	Ongoing		This is occurring on an ongoing basis.
Planning and Environmental Services	Economic Development	2.5.1.1 Review and provide updated business and organisation's details via range of promotional activities.	Ongoing		Planning is underway to develop a smart device app that will link with Council's system. It is hoped that this will also include a business directory that can be updated by businesses while providing unprecedented access to information for consumers.
Planning and Environmental Services	Economic Development	2.5.3.1 Creation and implementation of strategies to facilitate and market economic growth in the Shire.	Ongoing		The Gunnedah Shire Economic Development Strategy provides the framework and directions for economic development within the Shire, and investigations commenced in relation to the implementation of the actions within the Strategy. A Manager Economic Development has been appointed and has commenced duties. A temporary Chinese Liaison Officer has also been appointed to further Sister City, as well as trade and investment negotiations.
Planning and Environmental Services	Economic Development	2.5.5.1 Coordinate and promote effective and sustainable community development and cultural programs and assist community organisations to build capacity.	Ongoing		This is occurring on an ongoing basis in association with Council's Lifestyle team. Back to Business Week breakfast held with 235 local businesses. Keynote address by Linda Mailey with the event building on business capacity of attendees.
Planning and Environmental Services	Environmental Management	1.2.2.4 Investigate environmental and natural resource management programs.	Ongoing		Ongoing investigation of available programs for environmental and natural resource management is being undertaken. No environmental and natural resource management programs have been determined.

Directorate	Business Unit	Action	Action Status	Percent Complete	Comments
Planning and Environmental Services	Environmental Management	4.3.1.1 Investigate funding opportunities with Government Agencies for additional habitat construction.	Ongoing		Funding opportunities are being investigated when presented. However, no additional opportunities have been taken up to date.
Planning and Environmental Services	Environmental Management	4.3.3.1 Creation and implementation of strategies to sustain the koala population across the Shire.	Ongoing		Gunnedah Koala Strategy has been adopted by Council. Implementation of the Strategy and the state legislation for the protection of the koala and its habitat is being undertaken through the development application process.
Planning and Environmental Services	Environmental Management	4.5.1.1 Creation and implementation of the Blackjack Creek Riparian Corridor/Channel Reconstruction project.	Ongoing		Blackjack Creek Riparian Corridor and Channel Reconstruction project is being undertaken in accordance with the approved work plan. Council has completed Milestones 1-4 of the work plan.
Planning and Environmental Services	Parking Control	2.3.1.1 Regulate parking control in the Gunnedah Central Business District.	Completed	100	Parking control was regulated primarily throughout the Gunnedah CBD. Particular focus was placed on regulating disabled car parking spaces and school bus zones. An audit was also undertaken of all parking signs and associated line marking on road pavements. As a result of the audit, additional signs and replacement signs will be installed this financial year.
Planning and Environmental Services	Planning and Environmental Services Management	1.4.1.2 Represent Council on regional and strategic planning matters through consultation with Government agencies.	Ongoing		Liaison with NSW Department of Premier and Cabinet into proposed Regional Economic Development Strategies. Liaison with LGNSW in relation to topical matters upon request. The Draft New England North West Regional Plan was exhibited early in 2017, and provides a holistic approach to land, environmental, water and natural resource management, through an overarching framework to guide development and investment in the New England North West. Council submitted an extensive submission in relation to the draft Plan, particularly highlighting that the document largely focused on Armidale and Tamworth.
Planning and Environmental Services	Planning and Environmental Services Management	2.1.4.1 Support business and economic development organisations across the Shire.	Ongoing		Meetings attended upon request. Manager of Economic Development appointed. Business Partner Program reviewed, augmented and funding bolstered. Monthly meeting held with Gunnedah and District Chamber of Commerce and Industry. Investment and trade leads from China Delegation followed up. Council provided both financial and in-kind support to the 2016 Chamber Spirit of Christmas Fair.
Planning and Environmental Services	Planning and Environmental Services Management	2.2.1.20 Oversee the swimming pool complex renewal project.	Not Started	0	Concept design finalised and adopted with architectural consultants progressing to complete development application documentation for lodgement.
Planning and Environmental Services	Planning and Environmental Services Management	2.5.5.2 Support economic development within Gunnedah Shire.	Ongoing		Support is ongoing in numerous ways as outlined elsewhere herein, including Chamber support, Business Partner Program, Trade and Investment Mission to China with nine businesses supporting the Mission, and follow up trade support also provided.
Planning and Environmental Services	Planning and Environmental Services Management	3.8.2.1 Ensure that the community is provided with high quality community and cultural services that meets community expectations, demands and need.	Ongoing		Monitoring is continual and ongoing.
Planning and Environmental Services	Planning and Environmental Services Management	4.1.4.1 Support the development of Gunnedah as a vibrant and resilient community through strategic initiatives that support the future needs of the community.	Ongoing		Actions to deliver the Gunnedah and Economic Development Strategy, Destination Management Plan and Community Strategic Plan are ongoing and aimed at meeting the needs of the community, including Business Partner Program, trade and investment support and collaboration with the Chamber.
Planning and Environmental Services	Planning and Environmental Services Management	4.9.1.2 Ensure that the community is provided with high quality planning through a rigorous regulatory process that meets regulatory standards and community expectations.	Ongoing		Monitoring is continual and ongoing. Community Information Nights are proposed in the new financial year to engage with stakeholders to ensure that they remain informed in changes to the regulatory system. Advice service provided on a daily basis free of charge.

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Planning and Environmental Services	Planning and Environmental Services Management	4.9.3.2 Ensure that the community is provided with a high quality built environment that meets regulatory standards and community expectations.	Ongoing		Community and Council endorsed Environmental Planning Instrument are consistently enforced. A Duty Planner worked in collaboration with Customer Service to provide developed with advice with a view to improving outcomes, and discussions have been held to provide additional support in 2017/18 and beyond.
Planning and Environmental Services	Planning and Environmental Services Management	4.9.3.3 Ensure that the community is provided with high quality environmental management services.	Ongoing		Monitoring is continual and regulations are consistently applied, and planning, building and environmental advice service provided on a daily basis.
Planning and Environmental Services	Public Health	2.2.5.7 Provide systems and processes to manage removal and destruction of abandoned vehicles in accordance with the Impounding Act 1993.	Completed	100	A draft Standard Operating Procedure (SOP) detailing systems and processes to manage the removal and destruction of abandoned vehicles has been prepared. Template letters and forms have also been developed to ensure consistency when processing abandoned vehicles.
Planning and Environmental Services	Public Health	3.2.2.1 Provide systems and processes to ensure compliance with food legislation and standards.	Completed	100	A Food Premises Inspection Register has been developed to track what inspections are completed for each reportable year, what level of compliance the food premises inspected achieved and what action was taken as a result of noncompliance with Food Standards. A Council representative has attended three Northern Regional Food Surveillance Group meetings throughout the year. At these meetings the following matters were reviewed and developed: all Councils being required to use the standardised Food Premises Assessment Reporting templates created by the Food Authority and the compulsory implementation of the "Scores on Doors" points system, which scores the level of compliance of each food premises inspected against the Food Standards.
Planning and Environmental Services	Public Health	4.9.3.4 Assess and process Fire Permit Applications during Bush Fire Danger Periods.	Completed	100	Fire Permit Applications have been assessed/processed and returned to applicants within the required times frames. Copies of the Permits have been forwarded to the Rural Fire Service so that they are informed of programmed burns.
Planning and Environmental Services	Public Health	4.9.3.5 Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.	Completed	100	A system has been implemented to track and manage properties which have excess vegetation (overgrown in nature). This system includes standardised letters, Notices and Orders and processes for enforcement officers to follow.
Planning and Environmental Services	Sanitation	2.2.2.1 Ensure efficient provision of Section 68 Septic Tank Approvals.	Completed	100	Section 68 Septic Tank applications were processed and issued within 10 working days, where all required information was provided. Key staff received comprehensive on-site wastewater management training which focused on compliance with the relevant regulatory framework.