

## 2. Comments by the General Manager

As the newly appointed General Manager I am pleased to present Dungog Shire Council's Operational Plan 2018-2019. This Plan provides a clear short term plan to guide Council operations over the 2018-2019 financial year and it is a sub-set of Council's four (4) year Delivery Program as required by the NSW Integrated Planning and Reporting (IP&R) Framework.

The Operational Plan 2018-2019 strongly resonates with the community feedback obtained during the engagement process that Council undertook in the development of the Community Strategic Plan 2030. Council facilitated an extensive community consultation process in 2012 and again in 2018 Council engaged with the community to revise the Community Strategic Plan 2030. Community engagement is central to ensuring a well planned, strong and vibrant future for Dungog.

I am confident that there is a clear integration and logical pathway between the actions listed in the Operational Plan 2018-2019 and the Community Strategic Plan 2030.

The seven (7) community identified themes contained in Council's Operational Plan 2018-2019 and the Community Strategic Plan 2030 include:-

1. Natural Environment
2. Local Economy
3. Community and Culture
4. Rural and Urban Development
5. Recreation and Open Space
6. Public Infrastructure and Services
7. Dungog Shire Council Governance and Finance

The Operational Plan 2018-2019 focusses on outputs as this Plan involves multiple activities over the course of the year, many of which will coalesce over the next four (4) years to achieve Council's broader objectives as identified in the Delivery Program 2018-2022. To assist with the flow of the documents a colour based system has been used to categorise the seven (7) themes. There is also a clear relationship between the seven (7) themes in the Operational Plan 2018-2019 and the budget documentation contained in the Plan.

The 2018-2019 financial year will continue to challenge Dungog Shire Council. The Council has committed to a process of discussion with the community to determine service levels, funding priorities and planning for a sustainable future as a stand alone Council. The NSW Treasury Corporation have observed that Dungog Shire Council's long term sustainability is dependent on Council being able to increase revenues and that one option is to investigate the possibility of applying for a Special Rate Variation. The IP&R Tribunal is the determining body that reviews whether Dungog Shire Council requires a Special Rate Variation to meet the needs and demands of the community. It is noted that Dungog Shire Council have resolved to continue to investigate a Special Rate Variation for the 2019-2020 financial year and that extensive community engagement will form part of the investigative process.

In closing, the IP&R Framework has clear reporting requirement of Dungog Shire Council. In the case of the Operating Plan 2018-2019, as the General Manager I am required to provide a report to Council outlining the performance against the Plan. Likewise, Dungog Shire Council's Mayor has a responsibility to report on the progress of the Community Strategic Plan.

I look forward to implementing the Operating Plan 2018-2019 with the staff of Dungog Shire Council for the benefit of the community and continuing to work closely with the community to create a positive future for the Shire.

CORALIE NICHOLS  
General Manager  
Dungog Shire Council

# Recreation and Open Space

**Strategy 1:** Apply for a Special Rate Variation to the NSW Government via the IPART process with the specific purpose of creating general revenue opportunities for Dungog Shire Council to fund recreational maintenance and upgrades in the Shire.

PROGRAM / ACTIVITY	CURRENT ACTIONS	RESPONSIBILITY	PERFORMANCE INDICATORS
1.1 Community Engagement	1.1.1 With regard to funding recreational maintenance and upgrades undertake further community meetings and consultations across the Shire to outline the proposed SRV level and impact that has been determined by the Council.	- General Manager - Executive Manager Corporate Services - Executive Manager Infrastructure & Assets - Mayor & Councillors	Community Meetings Undertaken
	1.1.2 Continue to utilise the Community Reference Panel for in depth consultation regarding the SRV proposal and funding public infrastructure.	- General Manager - Executive Manager Corporate Services - Executive Manager Infrastructure & Assets - Mayor & Councillors	Community Reference Panel engaged
1.2 Make application to the NSW Government via the IPART process for a Special Rate Variation	1.2.1 Notify the IPART of Council's intent to apply for a Special Rate Variation	- General Manager - Executive Manager Corporate Services	Notification to IPART is undertaken.
	1.2.2 Make Application to the NSW Government via the IPART process for a Special Rate Variation	- General Manager - Executive Manager Corporate Services	Application is made

**Strategy 2:** Ensure that community assets and facilities and public infrastructure are planned for, improved and maintained to a reasonable standard.

PROGRAM / ACTIVITY	CURRENT ACTIONS	RESPONSIBILITY	PERFORMANCE INDICATORS
2.1 Asset Management	2.1.1 Development and implementation of Council's Asset Management Plan	Executive Manager Infrastructure & Assets	Asset Management Plans are developed and implemented.
	2.1.2 Development of new Sec 7.11 Contributions Plan	- Manager Planning - Executive Manager Infrastructure & Assets	New Sec 7.11 Plan is developed and implemented.
	2.1.3 Ensure Plans of Management are improved and maintained to reflect current issues and community needs	Executive Manager Infrastructure & Assets	Plans of Management are reviewed and reported to Council
2.2 Sporting Grounds	2.2.1 Support Council's Management Committees	- Executive Manager Infrastructure & Assets - Mayor & Councillors	Management Committees regularly report to Council
	2.2.2 Seek ongoing collaboration with alternate providers of infrastructure for recreational and sporting facilities.	Executive Manager Infrastructure & Assets	Continued use of non-Council owned facilities is permitted.

**Strategy 8: Advocate for improved rail services in the Dungog Shire**

PROGRAM / ACTIVITY	CURRENT ACTIONS	RESPONSIBILITY	PERFORMANCE INDICATORS
8.1. Rail Services.	8.1. Lobby State Government to ensure that local passenger rail services and timetables are appropriate, maintained and improved	Mayor & Councillors	General Public Access to rail services is retained

**Strategy 9: Ensure that community assets, facilities and public infrastructure are planned for, improved and maintained to a reasonable standard**

PROGRAM / ACTIVITY	CURRENT ACTIONS	RESPONSIBILITY	PERFORMANCE INDICATORS
9.1 Asset Management	9.1.1 Development and implementation of Asset Management Plans.	Executive Manager Infrastructure & Assets.	Asset Management Plans are implemented.
	9.1.2 Development of new Sec 94 Contributions Plan	Manager Planning & Executive Manager Infrastructure & Assets	New Sec 94 Plan is implemented.
	9.1.3 Review of Plans of Management for community facilities.	Executive Manager Infrastructure & Assets.	Plans of Management are reported to Council
9.2 Asset Maintenance	9.2.1 Maintain facilities and assets within budgetary limitations.	Executive Manager Infrastructure & Assets.	# of complaints received.
9.3 Funding	9.3.1 Continue to explore opportunities to submit grant applications for facility upgrades.	<ul style="list-style-type: none"> <li>- Executive Manager Infrastructure &amp; Assets.</li> <li>- Mayor &amp; Councillors</li> <li>- Sec 355 Committees.</li> </ul>	Value of grant funding received per annum \$.
9.4 Community Facilities	8.4.1 Review the quantity, locality and accessibility of public toilets within the Shire.	Executive Manager Infrastructure & Assets.	Report submitted to Council and Capital Works Program developed.

**Strategy 10: Apply for a Special Rate Variation to the NSW Government via the IPART process with the specific purpose of creating general revenue opportunities for Dungog Shire Council to fund public infrastructure maintenance and upgrades in the Shire, with a keen focus on the road and bridge network.**

PROGRAM / ACTIVITY	CURRENT ACTIONS	RESPONSIBILITY	PERFORMANCE INDICATORS
10.1 Community Engagement	10.1.1 With regard to funding public infrastructure maintenance and upgrades undertake further community meetings and consultations across the Shire to outline the proposed SRV level and impact that has been determined by Council.	<ul style="list-style-type: none"> <li>- General Manager</li> <li>- Executive Manager Corporate Services</li> <li>- Executive Manager Infrastructure &amp; Assets</li> <li>- Mayor &amp; Councillors</li> </ul>	Community Meetings Undertaken
	10.1.2 Continue to utilise the Community Reference Panel for in depth consultation regarding the SRV proposal and funding public infrastructure.	<ul style="list-style-type: none"> <li>- General Manager</li> <li>- Executive Manager Corporate Services</li> <li>- Executive Manager Infrastructure &amp; Assets</li> <li>- Mayor &amp; Councillors</li> </ul>	Community Reference Panel engaged

PROGRAM / ACTIVITY	CURRENT ACTIONS	RESPONSIBILITY	PERFORMANCE INDICATORS
10.2 Make application to the NSW Government via the IPART process for a Special Rate Variation.	10.2.1 Notify the IPART of Council's intent to apply for a Special Rate Variation	- General Manager - Executive Manager Corporate Services	Notification to IPART is undertaken.
	10.2.2. Make Application to the NSW Government via the IPART process for a Special Rate Variation	- General Manager - Executive Manager Corporate Services	Application is made

**Strategy 4: Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan 2030**

PROGRAM / ACTIVITY	CURRENT ACTIONS	RESPONSIBILITY	PERFORMANCE INDICATORS
4.1 Governance – Corporate	4.1.1 Review of Council's organisational structure after Council elections.	- General Manager - Mayor & Councillors	Organisation structure adopted by September 2018.
	4.1.2 Annual review of General Managers performance.	Mayor & Councillor Committee	Performance review undertaken.
4.2 Governance - Corporate Brand	4.1.2 Review Dungog Shire Council's brand and reputation in accordance with the aspiration of Council's Community Strategic Plan 2030	- General Manager - Mayor and Councillors	Review completed with Council

**Strategy 5: Council undertakes prudent financial management to ensure its long-term viability**

PROGRAM / ACTIVITY	CURRENT ACTIONS	RESPONSIBILITY	PERFORMANCE INDICATORS
5.1 Finance – Budget	5.1.1 Continue to provide monthly works cost statement to Council.	Executive Manager Corporate Services.	Monthly report to Council.
5.2 Finance – Debt Recovery	5.2.1 Continue to proactively manage debt recovery action.	Executive Manager Corporate Services.	Outstanding rates <7%
5.3 Finance – Fleet Operations	5.3.1 Review Council's fleet operations to ensure returns on investment.	Executive Manager Infrastructure & Assets	Positive return to Plant Reserve annually.
5.4 Finance – Investments	5.4.1 Invest surplus funds in accordance with Council policy.	Executive Manager Corporate Services.	Investment returns equal 90 day BBSW.
5.5 Investments	5.5.1 Investigate the feasibility of outsourcing the management of Council's investment portfolio to a third party.	Executive Manager Corporate Services	Report submitted to Council following evaluation.
5.6 Finance – Budget	5.6.1 Develop and model 10 year financial plans to guide deliberations on future funding decision for Council.	Executive Manager Corporate Services	Models developed with robust scenarios for Council's consideration.
5.7 Financial Sustainability	5.7.1 Consult with the community on the need for a Special Rate Variation to ensure Council's financial sustainability over the long term.	- Council - General Manager - Executive Manager Corporate Services	Report submitted following evaluation.
	5.7.2 Develop a long term financing strategy to fund renewal of infrastructure including additional Special Rate Variations and borrowings.		