

Upper Hunter Shire Council
ANNUAL REPORT
2019/2020



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INTRODUCTION AND OVERVIEW OF COUNCIL

WHAT IS THE ANNUAL REPORT?

The Annual Report provides a detailed account of Council's achievements, challenges and performance from 1 July 2019 to 30 June 2020.

The most important role of the Annual Report is in ensuring the Community is able to see what our financial and operational performance has been for 2019/2020. It also provides performance statements and audited financial statements.

It is an opportunity for us to communicate how we have performed over the last financial year against what we said we would do, in a transparent and accountable way.

It is also a valuable exercise for reviewing our achievements and to check the organisation is on track for the coming year.

The Annual Report focuses mainly on Council's implementation of its Community Strategic Plan 2027, Delivery Program and Operational Plan.

The Annual Report also includes a range of statutory information Council is required to report on under the Local Government Act and Regulation. This information assists the community's understanding of Council's performance as a business entity and community leader.



James Davis, Murrurundi Water Supervisor, changes water restrictions sign from Level 6 to Level 2 when the Scone to Murrurundi pipeline became operational in May 2020



MESSAGE FROM THE MAYOR

Life seemed pretty normal at the start of the 2019/20 financial year. Major infrastructure projects were progressing, although the ongoing drought was a challenge including the lack of water slowing down road grading, water restrictions and extra efforts to maintain drinking water quality standards.

By the end of 2019 Council staff were helping out with bushfires impacting on the west of the Shire. Council's role in emergencies is to support combat agencies such as RFS, SES and NSW Police, and over the 2019/20 summer Emergency Operations Centres with these and other agencies were set up on four different occasions. Then some much needed rain came.

For Christmas, generous donations lead to more than 100 families in need each being gifted \$1000 We LIVE Here, shop-local cards. In the new year we purchased the historic Campbell's Corner to be a new home for Scone Library, our Australia Day events celebrated our finest citizens, the opening of the Murrurundi water pipeline was within sight, festivals we support - Murrurundi King of the Ranges and the Scone Literary Festival - attracted record crowds...

Then in mid March 2020, things changed drastically for the world and for our little bit of it. Health orders meant public events had to be cancelled – the Horse Festival, Festival of the Fleeces, the Highland Games, Kia Ora Youth Music camp, community sports...

Rapidly Council had to change how we worked. For 12 weeks – from March to early June 2020 - we had to close the doors to our buildings including libraries, offices, VICs, youth centres, halls, and most sporting facilities including our pools. During this time staff were still working, in

some cases from their own homes, answering phones, assessing DAs, responding to requests to clean, fix and maintain facilities, including constantly restocking toilet paper in our public facilities.

From engineers to childcare workers, changes were made to keep services running and projects progressing. Work and planning continued on bridges, playgrounds, road rehabilitation and our major upgrade of Scone Regional Airport. The \$11.8M upgrade of the Saleyards was completed.

Our outdoor and operational staff were split into teams that did not cross paths, to limit the spread if there was an outbreak. The librarians 'storytime' for the littlies went online via Facebook and we began to offer 'click and collect' services for home-bound vulnerable residents. A We LIVE Here website was launched to encourage online shopping with our local businesses.

Our local newspapers – the Hunter Valley News and the Scone Advocate (est. 1887) - stopped printing and, at this time, have not returned.

The community consultations for our major long term planning documents – the Delivery Program and Operational Plan had to be done remotely, instead of public meetings.

The much-awaited opening of the \$14.2M Murrurundi water pipeline in May 2020 was not the community party we had hoped for, but with limited numbers allowed, we marked the occasion with the simultaneous opening of Murrurundi's first water bottle refill station.



Democracy had gone online and Councillors adjusted quite quickly to the mechanics of zoom meetings. NSW Local Government elections that were due in September 2020, were delayed to September 2021, adding a year to the usual four year term.

For most of this challenging year I served as Deputy Mayor. In June 2020, after serving on Council for eight years, Mayor Wayne Bedggood resigned from Council for personal reasons. I'm very glad I had the opportunity to have my 'apprenticeship' alongside him and I acknowledge his diligent dedication to the Shire.

I thank all the Councillors including Deputy Mayor Kiwa Fisher, and the staff of Upper Hunter Shire Council for their passion to achieve the best for the residents and visitors to this region.

Cr Maurice Collison, MAYOR



MESSAGE FROM THE ACTING GENERAL MANAGER

The Annual Report provides advice to residents, ratepayers and Government on the financial and operational performance of Upper Hunter Shire Council. It is an important means of ensuring that Council is accountable to our community.

Council plays a significant role in the Upper Hunter Shire delivering many services, and facilities each year.

Take a look through this report and you will see what Council is providing for the community, what our priorities are and where funds are being spent.

There has been an increased focus on planning for the future and this is reflected in the more than \$20 million in project grant funding received, with many millions more approved for next financial year.

This 12 months have been exciting for Council as we continue to make significant progress in projects and initiatives as part of our commitment to delivering our community's priorities. This is the third year we will be reporting on our Community Strategic Plan (CSP) 2027. Throughout this report the community will be able to see how we are achieving the 11 Community Priorities identified during the community engagement for the Community Strategic Plan (CSP) 2027, and how they link to Council's four year Delivery Program and annual Operational Plan.

In response to these priorities, Council has continued to show a commitment to transparent reporting and accountability to the community. Along with infrastructure services, Council provides a vast range of community services, such as youth and children's services, aged care services, libraries and sporting

programs. Council also has a role in tourism and economic development, managing the Scone Regional Airport, Scone Regional Livestock Selling Centre, Visitor Information Centres and tourism promotion.

Some of the highlights for 2019/2020 include:

- completion of the \$14.2M Scone to Murrurundi water pipeline in May 2020 moved the town from Level 6 to level 2 water restrictions, and beginning work on bringing water from the pipeline to Blandford, Wingen and Parkville. Prior to the completion of the pipeline almost 60 million litres of water was trucked to Murrurundi over 442 days after Murrurundi Dam dried up in drought conditions.
- completion of the \$11.8M upgrade of Scone Regional Livestock Selling Centre to a state of the art facility;
- purchase of the iconic Campbells Corner building, which will be used in part as a new home for Scone Library;
- significant new sports and recreation facilities including a new campdraft arena for Aberdeen;
- \$59.27M value of developments approved;
- 12kms of regional road network resealed; and
- 3kms of replaced water pipes.

Our significant achievements would not be possible without the ongoing commitment of a dedicated team.

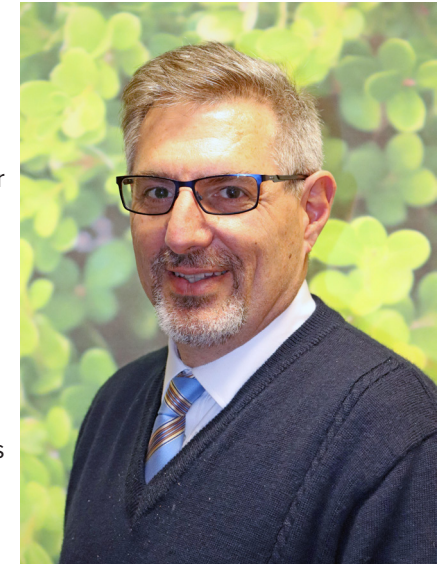
I thank the more than 275 staff for their hard work particularly with the sudden changes and challenges that COVID-19 restrictions brought.

I also thank our Mayor Maurice Collison and all Councillors for their strategic guidance and leadership to the organisation.

I extend Council's appreciation to the many community members who assist as volunteers on committees and in their own neighbourhoods working towards the shared vision for the Shire of a quality, rural lifestyle in a vibrant, caring and sustainable community .

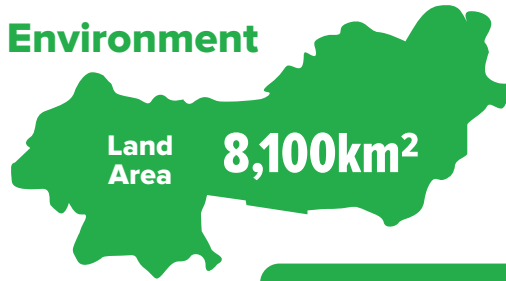
We encourage all members of the community to participate in the governance and direction of this great Shire - through surveys, checking our website and following our Facebook page, and sharing your views with a quick note or call.

Kristian Enevoldson, Acting General Manager



OUR COMMUNITY PROFILE

Environment



686 km² National Parks

Principle River Systems:

Pages River
Isis River
Hunter River
Goulburn River

Other important water sources:
Dart Brook, Middle Brook, Wybong Creek,
Merriwa River, Krui River, Moonan Brook
and Stewarts Brook



Upper Hunter Shire supports a diverse range of native flora and fauna species and ecosystems as a result of its topography, geology and climate. Includes parts of the following bioregions: Sydney Basin, Brigalow Belt South, NSW North Coast, Nandewar and New England.

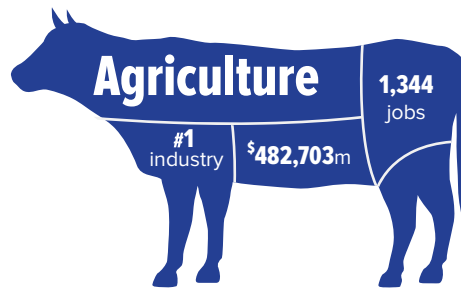
Economy



6,615 Labour force

ABS, census 2016

60% full-time
29.9% part-time
4.8% unemployed



Key Economic & Employment Sectors

Primary production (beef cattle),
horse farming (equine),
coal mining,
meat processing
local government administration



Community



22 Playgrounds
119 hectares Sports Ground
3 Public Swimming Pools



8 Community Halls
1 Theatre
5 Public Library Branches



3 Approved Children's and Care Services
The Early Learning Centre
Family Day Care
Score Out of School Hours/Vacation Care
3 Youth Centres
17 Independent Living Units
1 Aged Care Hostel
2 Low Income Units

Governance



3 Council Branch Offices
9 Local Councillors
1 State Member
1 Federal Representative



6,148
Council Facebook Followers



112,368
Council website pageviews



OUR ACHIEVEMENTS AND HIGHLIGHTS 2019-2020



3kms

Replaced water pipes

56

Facilitated cultural community activities



1,192

Number of caravan park nights booked



100%

Completion of \$14.2m, 40km water pipeline from Scone to Murrurundi



91%

Service requests completed within agreed timeframe



\$59m

Value of approved developments.
DAs \$57.33m, CDCs \$1.93m
90% approved under delegated authority.



26kms

Urban, rural and regional roads resealed



19%

Kerbside waste diverted from landfill



756.7kms

Length of unsealed grading completed on local roads



112,368

Visits to Council's website



37,599

Sales at Scone Regional Livestock Selling Centre



38,115

Visits our public pools



2.5kms

Renewed sewage pipes



59

Major infrastructure projects undertaken. Totalling \$26m



7,586

Aircraft movements at Scone Regional Airport



30,279

Books, CDs, DVDs, audio books, e-books, e-magazines and e-comics loaned from our library branches

OUR SHIRE

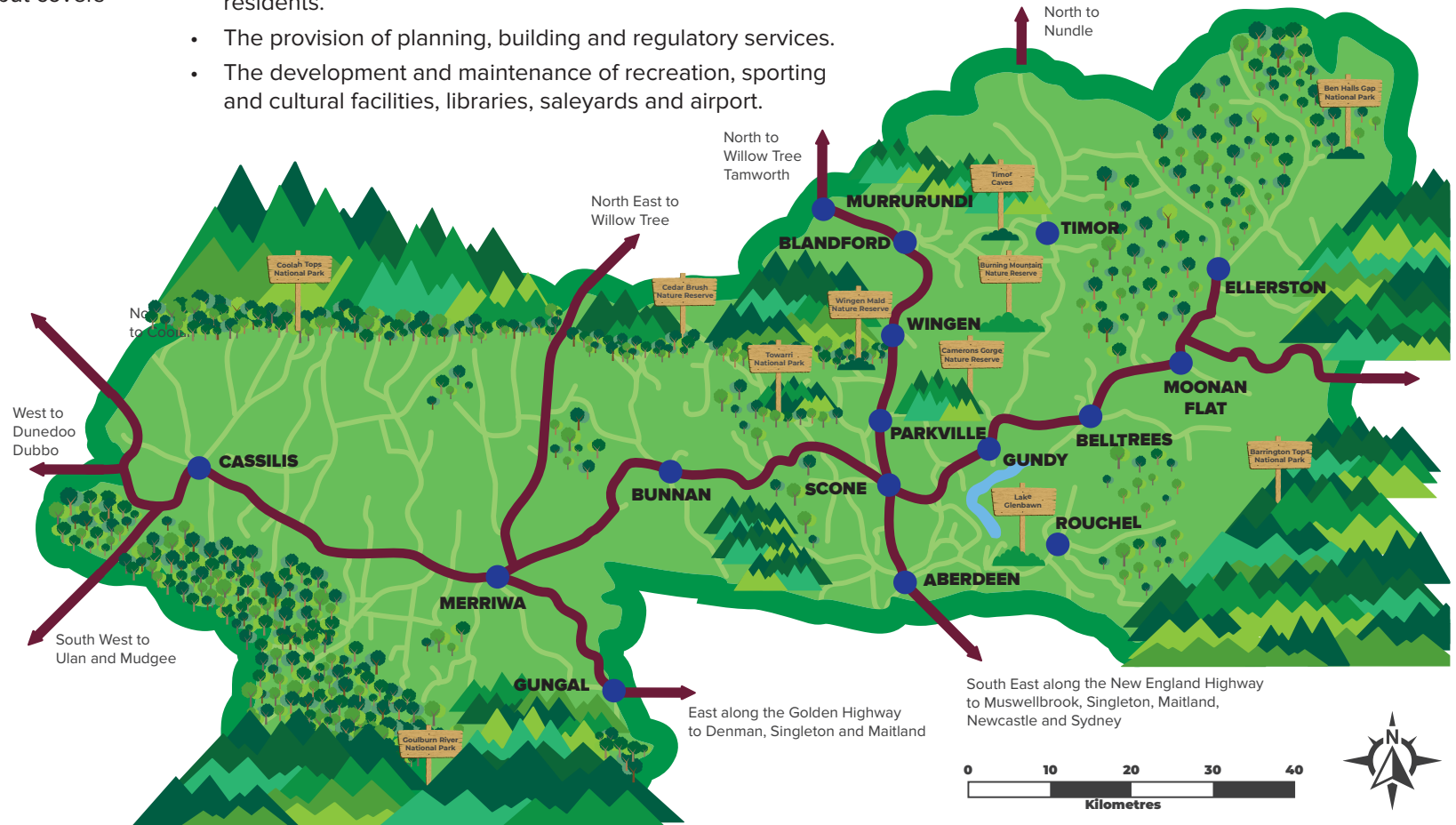
The Upper Hunter Shire is located in the Hunter Region of NSW and has a total land area of 8,100 square kilometres.

The population in the Upper Hunter Shire is around 2% of the Hunter Region population but covers 28% of its total land area.

Core Business Functions

Council's core business continues to be:

- The provision and maintenance of the roads system throughout the Shire.
- The provision of water, sewer and waste services for its residents.
- The provision of planning, building and regulatory services.
- The development and maintenance of recreation, sporting and cultural facilities, libraries, saleyards and airport.



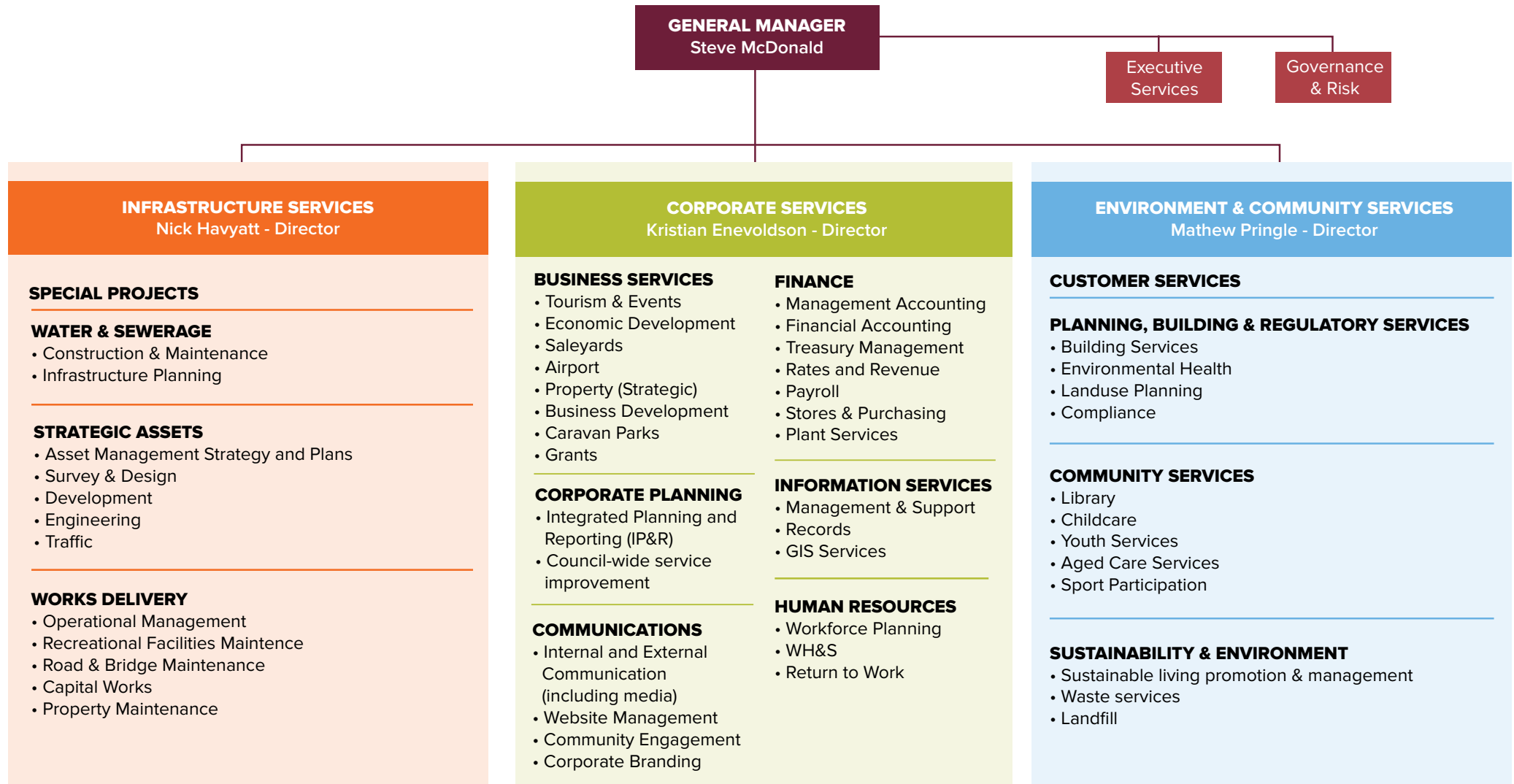
OUR COUNCILLORS



Back Row: Cr Ron Campbell, Cr James Burns, Cr Kiwa Fisher, Cr Sue Abbott, Cr Josh Brown, General Manager Steve McDonald (resigned July 2020)
Front Row: Cr Lee Watts, Mayor Wayne Bedggood (resigned 9 June 2020), Deputy Mayor Maurice Collison (elected Mayor 16 June 2020),
Cr Lorna Driscoll.



OUR ORGANISATION



OUR VISION, VALUES AND COMMITMENTS

Vision

A Quality Rural Lifestyle – in a vibrant, caring and sustainable community.

Our Values

- Mutual respect for all people and cultures.
- Ensure staff and community safety.
- Efficient, effective and reliable service.
- Honest, open and accountable.
- Deliver on our Commitments.
- Improved Environmental Responsibility.

Our commitment to the Community

- We will deliver high quality, innovative, consistent and responsive services to the community.
- We respect the rights of everyone to be treated fairly.
- We will keep our community informed about Council services and financial position.
- We will continually strive to improve our services to the community and encourage community engagement.
- We will deliver increased effort in the protection of the environment.

Our commitment to each other

- We will conduct a safe, fair and open workplace where achievements are recognised and people are encouraged to develop personally.
- We will communicate openly and in clear and consistent language.



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Local Government Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable Local Government sector. The Local Government Act 1993 requires Council to work with the community to review the Community Strategic Plan and other documents within the Integrated Planning and Reporting Framework after the commencement of each four-year elected Council term.

Councils need to take a long term view and consider social, economic and environmental aspects and the needs of the current and future generations when making decisions. This underpins the Integrated, Planning and Reporting Framework. The importance of Civic Leadership and accountability and transparency in decision making should also underpin the Plan.

All NSW Councils are required to develop a Community Strategic Plan along with a Delivery Program (4 years) and Operational Plan (1 year). The CSP 2027 and its strategic objectives provide a foundation for our Delivery Program and Operational Plan. The Delivery Program and Operational Plan detail how each service addresses the CSP 2027 objectives, ongoing activities, priority projects and the strategies supporting this work.

These documents are informed by a Resourcing Strategy that is made up of a Long Term Financial Plan, Asset Management Plans and Workforce Management Plan. In order to achieve the integration envisaged by the IP&R Framework, there is an alignment between the CSP 2027, Delivery Program, Operational Plan and the other key documents. This is identified on the Upper Hunter Shire Integrated Planning and Reporting Framework.



Our Integrated Planning and Reporting Framework Colour Codes

Council's Integrated Planning and Reporting framework is colour coded and each of the key documents has a marking with the corresponding colour.

This alignment of Council's Key Plans is formed through the 11 Community Priorities and the 4 Key Focus Areas:

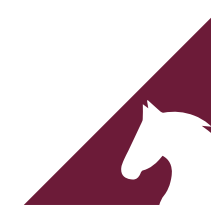
1. Community Life;
2. Built and Natural Environment;
3. Economic and Infrastructure; and
4. Leadership and Community Engagement



Annual Report



Delivery Program



Operational Plan



Cultural Plan



End of Term Report



Long Term Financial Plan



Workforce Management Plan



Asset Management Plans



Community Strategic Plan (CSP) 2027



COMMUNITY PRIORITIES

The 11 Upper Hunter Shire Community Priorities represent what the Community believes to be the 10 most important priorities for the future and the final icon is to highlight the importance for Council to continue to be Fit for the Future.

Council and the Community can clearly see how we are working to achieve each of the Community's Priorities, as they link directly to Council's Key Focus Areas, Goals, Strategic Directions, Key Achievements and Targets in Part 2 of this Report.



STRATEGIC DIRECTIONS FOR UPPER HUNTER SHIRE

The Key focus Areas, Goals and Community Strategies (CS) which the CSP 2027 is structured around:



Coordinated Merriwa Family Fun Day, linking over 200 people with local community, health and emergency services.



Murrurundi youth consultation for new skate park



New bus to transport Gummun Place residents - Feb 2020

KEY FOCUS AREA:

Community Life

Goal 1 - A supported Community.

- G1 CS1** Advocate for, develop and implement programs, services and facilities for our ageing Community.
- G1 CS2** Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
- G1 CS3** Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
- G1 CS4** Facilitate partnerships which create and support a safe, inclusive and caring community.



Community Disability Alliance Hunter representatives conduct staff awareness training Oct 2019

Goal 2 - Promote wellbeing and a connected, healthy and happy community.

- G2 CS5** Advocate for, support and facilitate the provision of facilities for health and health related services.
- G2 CS6** Support existing education facilities and enhance learning opportunities.
- G2 CS7** Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
- G2 CS8** Provide information and opportunities for everyone, especially those that are disadvantaged to participate fully in our Community life.
- G2 CS9** Value our heritage and cultural diversity, celebrating together and fostering creativity.





Council supported Earth-Fest, held in Aberdeen 2019, with guest speaker Costa Georgiadis



Landcare planting in Murrurundi

Students from Merriwa Central School doing their bit on Clean Up Australia Day 2020

KEY FOCUS AREA:

Built & Natural Environment

Goal 3 - Protect the natural environment.

- G3 CS10** Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
- G3 CS11** Encourage and support active Community participation within our community to care for our environment and provide for a sustainable future.
- G3 CS12** Ensure that all actions, decisions and policy response to natural hazards and climate change remain current and reflect capacity, community expectations and changes in environmental and climate change information.

Goal 4 - Plan for a sustainable future.

- G4 CS13** Implement and regularly review Strategic Land Use Plans, Environmental Planning Instruments and Development Controls, which reflect the needs and expectations of the broad community
- G4 CS14** Provide efficient and effective advisory, assessment and regulatory services focused on being customer 'friendly', responsive and environmentally responsible.
- G4 CS15** Plan, facilitate and provide for a changing population for current and future generations.
- G4 CS16** Provide efficient and effective waste and recycling services and support improved waste minimisation and recycling practices.
- G4 CS17** Implement policies to ensure the protection of strategic agricultural lands, equine critical industry clusters, natural resources and heritage.



Part 2 - Introduction and Overview of Council



Scone - Murrurundi water pipeline opened May 2020



St Andrews Reserve in Aberdeen received an upgrade in 2019



Scone Bypass under construction - July 2019

KEY FOCUS AREA:

Economy & Infrastructure

Goal 5 - A sustainable and prosperous economy.

- G5 CS18** Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.
- G5 CS19** Encourage retail and commercial business to locate and prosper within our Shire.
- G5 CS20** Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment opportunities for current and future generations.
- G5 CS21** Facilitate and provide access to a range of local educational and training opportunities that complements the economy.
- G5 CS22** Provide attractive and functional town centres

and support revitalisation of the towns and villages including investment in built heritage and improvement of existing buildings.

- G5 CS23** Facilitate and support increased and innovative tourism and marketing opportunities.

Goal 6 - Increase, enhance and maintain civil infrastructure, Community assets and open spaces to meet the needs of current and future generations.

- G6 CS24** Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
- G6 CS25** Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.

- G6 CS26** Provide safe and reliable water and sewerage services to meet the demands of current and future generations.

Goal 7 - Enhance and improve the road network and bridges to meet the needs of current and future generations and communicate priorities and progress to the Community.

- G7 CS27** Maintain and upgrade the road network and bridges.
- G7 CS28** Increased Community engagement and updates on infrastructure planning, road priorities, works and improvements. **G7 CS29** Advocate, facilitate and/or provide traffic management and public transport facilities to meet the needs of the Community



Part 2 - Introduction and Overview of Council



Murrurundi's Australia Day Awards Ceremony 2020, featuring Upper Hunter Citizen of the Year Justine Cooper (centre)



Support from Merriwa for the Candle Light Vigil against domestic violence - 2020



The Aberdeen Cairn draped in the Upper Hunter's first official tartan acknowledges the region's Scottish heritage - Oct 2019

KEY FOCUS AREA:

Leadership and Community Engagement

Goal 8 - Provide Community leadership.

- G8 CS30** Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
- G8 CS31** Council is focused on innovation and continuous improvement to ensure a high quality of service which is aligned with business needs and Community priorities.
- G8 CS32** Promote and celebrate the achievements of Council and the local Community.
- G8 CS33** Utilise emerging innovative communication

technologies and techniques to increase awareness of Council's activities and services.

- G8 CS34** Community is effectively engaged, can provide opinion and contribute to decisions that plan for the present and future of the Upper Hunter Shire.
- G8 CS35** Develop and maintain effective reporting systems that enable Council to measure and report on performance.
- G8 CS36** Effective management of risk underpins all Council decisions, service delivery and behaviours.
- G8 CS37** Ensure long-term financial sustainability through short, medium and long term financial planning.
- G8 CS38** Ensure Council is a great place to work by supporting Council employees in maximising their contribution.

- G8 CS39** Develop opportunities and build capacity for Community leadership especially in Councillors and young people.

Goal 9 - Advocate for the Community.

- G9 CS40** Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the CSP 2027 and to deliver the Community priorities.
- G9 CS41** To participate and encourage regional coordination and planning between Councils and other organisations.
- G9 CS42** Provide timely and effective advocacy and leadership on key community issues and priorities.



KEY ACHIEVEMENTS

COMMUNITY LIFE

COMMUNITY LIFE GOAL 1:

A Supported Community

What does this look like in 2027?

Upper Hunter Shire will be a place where people continue to have access to a range of effective and diverse social services and programs that meet the changing needs of our community.

Our Key Challenges and Opportunities

Population Changes

A population that will slowly increase from 14,200 in 2011 to 15,750 in 2031 (Census data and NSW Government's population forecast). This population increase can be attributed to an increase in rate of births. The Community has a high ratio of children to adults of parenting age combined with low retention of adults. The ratio of older people (65 and older) to the number of people aged 15-64 years will gradually increase from 0.25 in 2011 to 0.41 in 2031, increasing demand for aged services in the area.

Independent Living

To provide sufficient support services for older people and people with special need. The Council owned units are ageing and ongoing maintenance of the buildings is becoming an issue.

Increasing Carers

To provide support for the increasing number of carers in our Community.

Children's Services

To provide adequate children's services and facilities.

A Place for Young People

To include young people in the planning of community activities and facilities.

Community Safety

To address community safety concerns by working closely with the police and community.



People with a Disability

To improve inclusion and access for people with a disability.

COMMUNITY STRATEGIES

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.

COMMUNITY PRIORITIES

	Rural lifestyle and Country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.
	Upper Hunter Shire Council to support and provide community services which promote health wellbeing and the celebration of culture.



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 1: A SUPPORTED COMMUNITY

Key Achievements for the Year

The Community Services section has worked collaboratively with agencies in the Upper Hunter to enhance service delivery for vulnerable families, through the Targeted Early Intervention (TEI) program funded through Communities and Justice (DCJ). Currently working through a transition period, which includes changes to activities, target groups, and reporting. There is a strong focus on Aboriginal children, young people, families and community, children 0-5 years, children and young people at risk of disengagement from school and young parents with known vulnerabilities.

Co-ordinated the three Australia Day committees to run successful Australia Day celebrations in Merriwa, Murrurundi and Scone districts including awards ceremonies, ambassadors, outdoor sports and pool parties.



Awardees, Australia Day Ambassador and Mayor at the Scone Australia Day awards ceremony 2020

Family Fun Days were held in Merriwa and Scone in partnership with local services. These events included a range of free activities and provided families with information about the services that are available in the community. A colour run was a highlight in Scone.



Family Fun Day in Merriwa 2020

NAIDOC Week activities included community workshops in Scone on contemporary basket weaving and traditional bush skills. NAIDOC Week activities across Merriwa and Murrurundi included animal relays and counting games in language with Renee Stanford from Winanga-Li Aboriginal Child and Family Centre, Quirindi followed by biscuit decorating in Aboriginal colours.



A NAIDOC Week workshop in July 2019

Planning continues on a collaborative project to provide an emergency/transitional housing in Scone to support people in short term homelessness and with lived experience of domestic violence.



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 1: A SUPPORTED COMMUNITY

Partnered with Scone Neighbourhood Resource Centre and Upper Hunter Homeless Support to host the Candlelight Vigil in Scone and Merriwa to remembering victims of domestic violence.



Candlelight Vigil at Merriwa in May 2020

Council was represented on a diverse range of networks and interagency meetings to discuss issues and services in the Shire including youth, mental health, domestic violence and community drug action.

Developed the Access and Inclusion Committee to support Council with the implementation of the Disability Inclusion Action Plan. Membership includes key stakeholders in the community and individuals with lived experiences.

Worked collaboratively with the Scone Neighbourhood Centre to provide a food pantry for vulnerable families as the initial COVID-19 restrictions impacted on the community.

Merriwa Family Support Network meetings were held to link families with local services, update the Merriwa Contact Card, support the playgroup and discuss community issues such as drought support, mental health services and NDIS.

Partnered with Upper Hunter Homeless Support to support low-income housing tenants in Merriwa.

Supported volunteer group Helping Hands to create a newsletter, delivered to all Merriwa and Cassilis residents, outlining services available locally during COVID-19. The group also distributed library books, mulch hay, provided regular welfare checks for senior members in the community, and assisted Oz Harvest with the distribution of food hampers.

Supported the Merriwa and Scone Local Area Health Committee discuss local issues such as access to medical appointments, COVID-19, and recruiting and retaining staff.

Partnered with the Merriwa Progress Association and local schools in Merriwa and Cassilis to promote Clean Up Australia Day.



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 1: A SUPPORTED COMMUNITY

A new Community Bus was delivered to Merriwa. It can be driven by anyone with a driver's licence, and is regularly used for outings by Gummun Place Hostel.



Gummun Place taking delivery of the new Merriwa Community Bus

Community mental health workshops were delivered in Merriwa by RAMPH at the preschool and Merriwa CWA and were well attended.

Supported the Murrurundi chapter of Doing It For Our Farmers, who established a pop up pantry in Murrurundi to support community members affected by severe drought.

Supported a visit by the Men's Health Educational Rural Van (MHERV) in August 2019.

Supported HNE Health and the Murrurundi Local Health Committee in consultations regarding the development of the new Health Facility in Murrurundi.

Supported Murrurundi Meals on Wheels, who use office space in the UHSC Murrurundi administration centre.



Meals on Wheels care packs being prepared at Murrurundi administration centre

Community Engagement at Merriwa Show to promote reporting of crime and distribution of merchandise.

COVID-19 meant changes to operating procedures and programs throughout Youth Services. The service has adapted and changed service offerings and has continued to offer youth of the Upper Hunter Shire quality social, recreational, leadership and support programs.

Youth Centres at Scone, Merriwa and Murrurundi provided recreational and education programs for young people aged 10 to 17. The centres are a safe and welcoming place for young people to gather and hang out. COVID-19 restrictions have limited numbers at the Youth Centres however, there has been strong attendance at all centres and the gym and pool programs continue to be popular.



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 1: A SUPPORTED COMMUNITY

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Youth Services provided Early intervention services to a range of young people and their families throughout the Shire. Specific interventions include life skills, parenting groups, mentoring and counselling. Early intervention programs were run with a range of partners including Primary and High Schools, community groups and volunteers.

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Upper Hunter Youth Council conducted meetings twice a term which brought together students from 10 Primary and High Schools. COVID-19 restrictions were addressed by conducting online audio-visual meetings. These have proved successful and have helped the schools by reducing the need for travel. As restrictions ease, the Youth Council will consider continuing to use online audio-visual technology for some meetings. Although events were limited, the Youth Council showed their ability to adapt, and moved activities to online and home based formats. In November, a group of young people, encouraged by the Youth Council, were involved in raising money for Bicycle Relief International.



Upper Hunter Youth Council Certificate Ceremony - Dec 2019

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Youth Services gained several grants allowing us to hold several one off events, which complied with COVID-19 restrictions. These included Mad Marionettes (puppet making workshops), Ninja Workshops (Parkour) and NAIDOC Week yarning and weaving. Participants enjoyed all of these events and feedback gained indicated smaller events were meaningful and effective in delivering results.

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Our libraries continued to provide services to the community, including:

- Free Internet, games consoles and free Wifi in all library branches
- Free memberships, and premises available for meetings
- Printing/photocopying and email facilities available for public use
- VR (Virtual Reality) equipment for Scone Library and a portable VR unit for use in the other branches



Part 3 - Key Achievements

**COMMUNITY LIFE GOAL 1:
A SUPPORTED COMMUNITY**

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The Indi Books Platform was rolled out, in addition to Borrowbox and RBT digital for eBooks and eAudio books, in a resource-sharing arrangement across four LGAs – Upper Hunter, Muswellbrook, Singleton and Cessnock.

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Due to increase usage of eResources during COVID-19, more eTitles were purchased for the use of library members.

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Promoted the “1000 Books before school” literacy program for children 0-5 years, to encourage literacy development before school.



Children with their 1000 Books Before School achievement certificates

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Commenced a Click-and-Collect service, as well as delivery of reading materials housebound, home library and vulnerable members by staff and volunteers, in response to the forced temporary closure of libraries due to COVID-19.



Staff at Murrurundi Library prepared for Click and Collect

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An online children’s storytime program was recorded and aired every Wednesday, in response to the temporary cessation of children’s activities on library premises due to COVID-19.



Enjoying Storytime with Sharyn

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Children’s craftwork was made available to be collected from libraries so that the activities could be done at home.

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Council purchased Heritage Building “Campbell’s Corner” in Scone CBD for relocation of Scone Library.



Library and Council staff and managers inspect the future Campbell's Corner library premises.

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All library staff attended a training and development day, to plan for library activities in 2021.

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Two new staff recruited for Murrurundi and Scone libraries.

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Early Learning Centre completed stage one of the playground development works which included a new natural sandpit, deck and shade sail area.

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Early Learning Centre rated ‘Meeting the National Quality Standard’ in November 2019.



Part 3 - Key Achievements

**COMMUNITY LIFE GOAL 1:
A SUPPORTED COMMUNITY**

Start Strong Funding for Early Learning Centre received for 2019/2020 period.

Received funding under the Quality Learning Environments grant for resources including a rain-water tank, and materials and resources to pilot a bush kindy program with preschool aged children.

Adapted to regular changes in response to COVID-19, including changes to the Child Care Subsidy System (CSS) that saw CCS replaced by the Early Childhood Relief Package. Received funding from the NSW Government to support the loss of income due to some of these changes.

Continued to support a school-based trainee for the Early Learning Centre, who is set to complete training at the end of 2020.

Successfully recruited an Early Childhood Teacher to the Early Learning Centre, who will support the Coordinator as the second in charge of the service.

Family Day Care received Department of Education and Training Community Child Care Fund, which will support the service for 3 years.

Family Day Care held a Transition to School event, with a donation provided by JBS Meats.

Family Day Care worked in conjunction with other services, including The Yellow Cottage and Where There's a Will.

Family Day Care rated 'Meeting the National Quality Standard' in August 2019.

Council's Family Day Care service was nominated for Excellence in Family Day Care in the Family Day Care Australia (FDCA) Awards. Three staff were also nominated in the Coordinator Of The Year category, and number of Family Day Care Educators also received individual nominations.



Scone Out Of School Hours (SOOSH) received Department of Education and Training Community Child Care Fund (continued on as this funding spans across three years). SOOSH held successful vacation care programs.



Bike safety workshop at SOOSH Vacation Care October 2019.

Scone Out of School Hours rated 'Meeting the Quality Standard' in November 2019.

Gummun Place Hostel continued to work towards meeting new Aged Care Standards, with consultants from Aged and Community Services Australia (ACSA) advising on and supporting the implementation of improvements.



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 1: A SUPPORTED COMMUNITY

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The Hostel is reaccredited to March 2021, and underwent a number of partial inspections to ensure it is COVID-19 response-ready.

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The Hostel implemented further infection control measures in response to COVID-19, including additional staff training, screening visitors to the facility, and some visitation restrictions to keep the residents safe.

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Staff assisted Gummun Place Hostel residents to maintain close relationships with family and friends when in-person visits were not possible, using technology such as audio and video calls.

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The Hostel continued to receive very positive reports from residents and families in response to the level of care provided, the quality of the food provided, and the social programme. Improvements to the Hostel included:

- A new coat of paint
- A new laundry, designed to meet infection control requirements
- A new bus for resident transport and outings
- Creation of a dedicated staff room
- Two new committees formed to oversee and improve processes



- for clinical issues (Clinical Review Committee) and medications (Medications Advisory Committee)
- Development and review of a number of policies and procedures
- Aged Care Funding Instrument (ACFI) reviews undertaken, to ensure our government financial claims reflect the amount of care being given to residents, which is expected to result

- in additional funding
- Regular visits by additional allied health personnel to support resident's needs.



COMMUNITY LIFE GOAL 2:

Promote wellbeing and a connected, healthy and happy Community

What does this look like in 2027?

Upper Hunter Shire will be a community where people continue to have a sense of belonging, respect differences, care for each other and contribute to their local community and neighbourhood through participation in community life. People of all ages and backgrounds have access to learning opportunities, cultural and community activities. The local heritage of indigenous and modern cultures is protected and preserved.

Our Key Challenges and Opportunities

Remote Communities

Working in a rural area encompassing approximately 8100km² to foster a strong, happy and supported community

Technology

A number of internet and mobile black spots exist in the Shire and Council continues to lobby for coverage.

Community Information

To engage and meet high expectations for access to information.

Library and Information Services

Engage and connect with time poor residents, young people and residents in geographically distant areas.

Cultural Partnerships and Hubs

Foster and maintain partnerships that encourage cultural and community activities and events.

To provide and maintain facilities that encourage cultural and community services.

Health and Sport

To provide opportunities for children's play and youth activities.

To ensure the community has access to sport through the availability of sporting facilities, public places and open spaces.

Aboriginal Heritage

To improve the knowledge and appreciation of Aboriginal heritage in a Shire that has an indigenous population of 3.9%, which is higher than the State average of 2.5%.

Local Heritage and History

Retain and celebrate local history and heritage.

COMMUNITY STRATEGIES

G2 CS5	Advocate for, support and facilitate the provision of facilities for health and health related services.
G2 CS6	Support existing education facilities and enhance learning opportunities
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G2 CS8	Provide information and opportunities for everyone, especially those that are disadvantaged to participate fully in our Community life.
G2 CS9	Value our heritage and cultural diversity, celebrating together and fostering creativity.

COMMUNITY PRIORITIES



Rural lifestyle and Country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide community services which promote health wellbeing and the celebration of culture.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 2: PROMOTE WELLBEING AND A CONNECTED, HEALTHY AND HAPPY COMMUNITY

Key Achievements for the Year

Secured role as parkrun outreach ambassador, to further promote the parkrun experience in the Upper Hunter.

Participated in Hunter Region of Council's sport taskforce, to ensure Upper Hunter has a voice in the allocation of funding for sport facility upgrades.

Organised successful events to promote cycling within the Shire, including Le Tour de Merriwa, Bike Week events, Ride2School, bicycle safety talks and bicycle skills sessions.



Delivered holiday and school gymnastics sessions in Merriwa, as well as gymnastics for seniors.



Seniors Festival Physical Activity Class at Merriwa February 2020

Provided support to Scone Triathlon Club to deliver women's and junior triathlon races in Scone.



Scone Triathlon Club

Assisted in design of the upgrade of the Scone Youth Centre to enable increased use of the facility.

Commenced Parkour classes at Scone Youth Centre to cater for male youth interested in a gymnastics style activity.

Secured a Strength for Life coach in Scone to deliver a program for seniors in the Upper Hunter.

Liaised with Scone Tennis club to secure a coach who is now coaching in Scone, and made plans for Murrurundi and Aberdeen.

Assisted schools to deliver sporting schools program, including Taekwon Do, tennis and gymnastics.

Development of mountain bike tracks on travelling stock routes at Gundy.

Promotion of gravel and road bike riding within the Upper Hunter, both for locals, and to increase tourism.



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 2: PROMOTE WELLBEING AND A CONNECTED, HEALTHY AND HAPPY COMMUNITY

Encouraged participation and increased physical activity through Walk2School Day, holiday camps, weekly training sessions for running, triathlon and cycling, and supporting schools and sporting clubs to offer a variety of sports to students.

A partnership between Upper Hunter Youth Council students, Scone Neighbourhood Resource Centre and Council Community Services staff hosted a huge day at Bill Rose Sports complex where families were able to enjoy a colour run, children's playground, BBQ and access local services in a user friendly format. The event was well attended with parents and children enjoying a healthy, non-competitive day together.



Children enjoying a cooling slip-n-slide after the colour fun run October 2019

Council worked with a range of regional organisations in regard to social protection including:

- Upper Hunter Mental Health Network
- Department of Communities and Justice (DCJ) Targeted Earlier Intervention (TEI) Forum, for services working with vulnerable families
- Upper Hunter Homelessness Support Board Meetings
- Merriwa Family Support Network
- Upper Hunter Youth Services
- Transcare
- Muswellbrook and Upper Hunter Community Interagency
- NSW Trainlink meeting
- Early Years Network meeting
- Upper Hunter Rural Services Support Network



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 2: PROMOTE WELLBEING AND A CONNECTED, HEALTHY AND HAPPY COMMUNITY

- Hunter Councils Crime Prevention Network,
- Community Drug Action Team, and
- Regional Domestic Violence Committee
- Local Area Health Committees

Council continues to be a Cancer Council partner.

Co-ordinated and supported a wide range of cultural and celebratory events including Australia Day, Youth Week, Seniors Festival, Mental Health Month, Reconciliation Week and NAIDOC Week, to enrich culture, participation and caring in our Shire.

Co-ordinated the Kia-Ora Music Camp logo competition in preparation for the anniversary camp. Enrolment numbers were exceptional from school across the Shire, however the camp had to be postponed due to COVID-19 restrictions.

Led the “Mayor For A Day” schools competition for all Upper Hunter Shire schools, attracting more than 600 entries. It was a great opportunity for school students to share their view on the big issues that are most important to them.



The overall Mayor for a Day 2020 winner was Macarthur Bettington of Blandford Public School.

Facilitated the Cultural Activities Grant Scheme, to support local organisations in organising cultural activities and celebrations in the community.

Partnered with Arts Upper Hunter to promote ‘Where’s The Cheese’ theatre production, which was very well supported.

Drought support and information was shared regularly to farmers and landholders, alongside partnerships with agencies involved in the Hunter Rural Support Network.

Two successful awards nominations prepared to highlight the success of the Merriwa ‘Bugger the Drought’ initiative.

A project funded through the Primary Health Network’s ‘Empowering our Communities’ program enabled a series of workshops and events in Murrurundi to bring people together, share knowledge and develop skills. Workshops included sessions at the Men’s Shed on welding, a workshop on Regenerative Agriculture, sessions on patchwork, macramé, slow stitching, mosaics, yoga, and first aid.



Part 3 - Key Achievements

COMMUNITY LIFE GOAL 2: PROMOTE WELLBEING AND A CONNECTED, HEALTHY AND HAPPY COMMUNITY

Murrurundi won the Overall Award for Category A (Populations Less Than 2,000) at the 2019 Keep Australia Beautiful Tidy Towns Awards, and also won the Overall Award for NSW. Murrurundi is expected to host the 2020 awards, in March 2021.



Justine Cooper, Jenny Loasby, Cr Ron Campbell, Cr Josh Brown, Melinda Hale, Heather Ranclaud, Kate Washington MP showing off their awards at the Tidy Towns awards ceremony

Co-ordinated and supported a wide range of cultural and celebratory events, including:

- Murrurundi Community Ukulele Group,
- Community Christmas Carols at Murrurundi Public School,
- Senior's Festival luncheon for Meals on Wheels clients, in partnership with Hunter New England Health and Meals on Wheels, and
- Senior's Festival High Tea.

Received funding through Hunter Local Land Services for the establishment of a native bush tucker garden at Blandford Public School.

Supported OzHarvest Mobile Markets in Murrurundi.



BUILT AND NATURAL ENVIRONMENT

BUILT AND NATURAL ENVIRONMENT GOAL 3:

Protect the natural environment

What does this look like in 2027?

Upper Hunter Shire will be a place where the natural environment will be protected and conserved from adverse impacts, to preserve our vegetation and wildlife habitats.

Our Key Challenges and Opportunities

Environmental Impacts

To minimise impacts of development and land use on the environment and reduce pollution.

Biodiversity and Bushland

To improve biodiversity and protect threatened species.

Preserve and regenerate bushland areas, to help protect and conserve our native flora and fauna.

Equine Industry

Protection of equine critical industry cluster consistent with Council policy.

Agricultural Industry

Protecting Agricultural land and business consistent with Council policy.



Climate Change

Increase capacity to adapt to climate change.

COMMUNITY STRATEGIES

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G3 CS11	Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
G3 CS12	Ensure that all actions, decisions and policy response to natural hazards and climate change remain current and reflect capacity, Community expectations and changes in environmental and climate change information.

COMMUNITY PRIORITIES

	Rural lifestyle and Country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.
	Protect the natural environment.



Part 3 - Key Achievements

BUILT AND NATURAL ENVIRONMENT GOAL 3: PROTECT THE NATURAL ENVIRONMENT

Key Achievements for the Year

Upper Hunter Shire Sustainability Action Plan progressed with 27 high priority sustainability actions completed.

The Sustainability Advisory Committee continued to meet throughout the financial year to track progress against the Sustainability Action Plan and discuss issues of regional interest.

95MWh energy generated from the Scone Administration Centre carpark solar power system.

Upper Hunter Shire Council declared a target of being carbon neutral by 2030. Third party engaged to calculate Council's Corporate Greenhouse Gas Inventory as a baseline measure.

Promoted Clean Up Australia Day, in partnership with the Merriwa Progress Association and local schools in Merriwa and Cassilis.



Participants from a solar energy workshop in Scone, July 2019 armed with knowledge and confidence about installing solar systems in their households.



Landcare Murrurundi planting -
Nov 2019



Solar panels providing energy
at the Scone Administration
centre staff car park.



**BUILT AND NATURAL ENVIRONMENT GOAL 4:
Plan for a sustainable future**

What does this look like in 2027?

Upper Hunter Shire will have well planned, high quality and sustainable development that protects our natural environment from adverse impacts and retains the rural character of our suburbs, villages and neighbourhoods.

Our Key Challenges and Opportunities

Development

Protect the rural character of the area while balancing the pressure of new housing and jobs.

Sustainability

To encourage and support sustainable development.

Agricultural Land

Loss of productive agricultural land to development and biodiversity offsets and the subsequent environmental, social and economic impacts.

Equine Industry

Protection of equine critical industry cluster consistent with Council policy.

Housing Choice

To provide a diverse range of housing choices to meet the variety of household types, income and lifestyles.

Environmental Impacts

To minimise impacts of development and land use on the environment and reduce pollution.

Biodiversity and Bushland

To improve biodiversity and protect threatened species.

Preserve and regenerate bushland areas, to help protect and conserve our native flora and fauna.

COMMUNITY STRATEGIES

G4 CS13	Implement and regularly review Strategic Land Use Plans, Environmental Planning Instruments and Development Controls, which reflect the needs and expectations of the broad Community.
G4 CS14	Provide efficient and effective advisory, assessment and regulatory services focused on being Customer 'friendly', responsive and environmentally responsible.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G4 CS16	Provide efficient and effective waste and recycling services and support improved waste minimisation and recycling practices.
G4 CS17	Implement policies to ensure the protection of strategic agricultural lands, equine critical industry clusters, natural resources and heritage.

COMMUNITY PRIORITIES



Rural lifestyle and Country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on community engagement, action and response.



Protect the natural environment.



Part 3 - Key Achievements

**BUILT AND NATURAL ENVIRONMENT
GOAL 4: PLAN FOR A SUSTAINABLE
FUTURE**

Key Achievements for the Year

Strategic works and site improvements continued at the waste facilities including:

- Licence changes to enable a posi-shell trial at Aberdeen facility;
- Transfer bin trials at Merriwa and Murrurundi continue to operate well;
- Early investigations carried out regarding expansion of the Aberdeen facility

The Upper Hunter Regional Landcare Coordinator continued to be supported by UHSC.

Upper Hunter Shire Council declared a target of being carbon neutral by 2030. Third party engaged to calculate Council's Corporate Greenhouse Gas Inventory as a baseline measure.

Total value of developments approved by Council in 2019/20: \$59,269,525 – Development Applications (DAs) \$57,334,600, Complying Development Certificates (CDCs) \$1,934,925

Percentage of DAs approved under delegated authority - 87.8% (151 of 172 DAs)

Number of Construction Certificates approved - 108

Number of companion animals impounded - 167

Number of on-site sewage management systems inspected - 477

Number of health inspections carried out - 100

Number of 10.7 (Planning Certificates) processed - 585

Promoted Clean Up Australia Day, in partnership with the Merriwa Progress Association and local schools in Merriwa and Cassilis.



BUILT AND NATURAL ENVIRONMENT GOAL 5:

A sustainable and prosperous economy

What does this look like in 2027?

Upper Hunter Shire Council will maintain the diversity of our local economic base and encourage new business and tourism into the area that will enhance and positively impact on rural community life and create certainty for those wishing to invest in the Shire. A stronger economy will create more opportunities for our young people and attract and retain them in the Shire.

Our Key Challenges and Opportunities

Economy

Boosting local business and tourism whilst protecting neighbourhood amenity.

Rural industries represent the predominant land uses, and drive the Upper Hunter Shire's strong economic performance.

Local Business

Supporting local chambers and businesses.

Commercial Hubs

Enhance and revitalise the village atmosphere of our shopping areas, providing convenient and easy access

to a range of shops and facilities.

Land Use Conflict

Land Use conflict between the Natural Environment, Equine, Agricultural and Mines.

Tourism and Events

Boost local economy by continuing to support local events and tourism activities.

Growth

Advocate to create certainty for investment in the Shire.

COMMUNITY STRATEGIES

G5 CS18	Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.
G5 CS19	Encourage retail and commercial business to locate and prosper within our Shire.
G5 CS20	Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment opportunities for current and future generations.
G5 CS21	Facilitate and provide access to a range of local educational and training opportunities that complements the economy.
G5 CS22	Provide attractive and functional town centres and support revitalisation of the towns and villages including investment in built heritage and improvement of existing buildings.

G5 CS23	Facilitate and support increased and innovative tourism and marketing opportunities.
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COMMUNITY PRIORITIES

	Rural lifestyle and Country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.
	A stronger economic base to attract and retain residents, particularly our young people.
	Increased and innovative tourism and visitor opportunities.
	Increase focus on local business, shop occupation and revitalisation of the Town Centres.



Part 3 - Key Achievements

BUILT AND NATURAL ENVIRONMENT GOAL 5: A SUSTAINABLE AND PROSPEROUS ECONOMY

Key Achievements for the Year

Council settled on the purchase of the iconic Campbell's Corner building in Scone, 13 March 2020. Exciting plans are in place to restore the late 1920's building which bears significant historical significance. Plans include the relocation of Council's Library and the creation of a community cultural space.



Campbell's Corner, Kelly Street Scone

December 2019 saw the launch of the Start House Ideation Program at the TAFE Connected Learning Centre in Scone. A program devised and managed by The Business Centre out of Newcastle, the Start House program provided an opportunity for budding entrepreneurs in the Upper Hunter to commit to a process whereby they would receive coaching and feedback on their business idea, culminating in a brief presentation to a judging panel.

We LIVE Here project has continued to grow and develop with the launch of a closed group Facebook page for businesses and a dedicated website which showcases small businesses. The total amount loaded onto the cards had reached over \$540k of which \$410k had been invested back into the local economy.



Over 230 local businesses accept We LIVE Here cards

The Scone Visitor Information Centre passed Destination NSW's Accredited Visitor Information Centres (AVIC) network. Accreditation sets the benchmark of industry standards for AVICs in the execution of their services and strives to continually improve and innovate in the delivery of visitor information services for domestic and international consumers travelling throughout NSW.

Acclaimed author, Christos Tzolikas, delivered the Patrick White oration as part of the Scone Literary Festival in November 2019. The Festival proper was held in the third weekend of March 2020, and in the face of tremendous challenges brought on by COVID-19, was a tremendous success.

Our three Visitor Information Centres recorded almost 11,500 visitors through June 2020, despite the impacts of COVID-19 restrictions.



Part 3 - Key Achievements

BUILT AND NATURAL ENVIRONMENT GOAL 5: A SUSTAINABLE AND PROSPEROUS ECONOMY

The official Melbourne Cup Tour took a pitstop in the Upper Hunter to coincide with the Horses Birthday on 1 August 2019. Former Cup winning jockey, John Letts, was part of the Victoria Racing Club contingent who brought the actual Cup to Scone. An official ceremony was held at the White Park Arena and members of the community had the opportunity to get up close and personal with the iconic Melbourne Cup.



The condition of Scone Golf Course has continued to benefit from a tripartite relationship between Council, Scone RSL Club and Shape On It. Scone Golf Club Memberships were reintroduced in December 2019 and visitor play has been consistent



ECONOMY AND INFRASTRUCTURE

ECONOMY AND INFRASTRUCTURE GOAL 6:

Increase, enhance and maintain civil infrastructure, Community assets and open spaces to meet the needs of current and future generations

What does this look like in 2027?

Upper Hunter will be a community with accessible, integrated and well maintained water supply, sewerage services and community assets. Innovative planning, best practice, risk management and economically justifiable assessment will be used to prioritise projects that meet the needs of future generations.

Our Key Challenges and Opportunities

Assets

To fund the capital works required to maintain valuable community assets.

Ageing Infrastructure

Maintaining, renewing and upgrading ageing infrastructure, including Community assets and stormwater drainage.

Water Supply

Provision of reliable and safe water supply.

Sewerage Service

Continuing to renew our ageing sewerage infrastructure.

Large Geographical Area

High operational costs from different and geographically separate districts.

COMMUNITY STRATEGIES

G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G6 CS25	Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.
G6 CS26	Provide safe and reliable water and sewerage services to meet the demands of current and future generations.

COMMUNITY PRIORITIES



Reliable and safe water supply.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Increase focus on local business, shop occupation and revitalisation of the Town Centres.



Part 3 - Key Achievements

**ECONOMY AND INFRASTRUCTURE
GOAL 6: INCREASE, ENHANCE AND
MAINTAIN CIVIL INFRASTRUCTURE,
COMMUNITY ASSETS AND OPEN SPACES
TO MEET THE NEEDS OF CURRENT AND
FUTURE GENERATIONS**

Key Achievements for the Year

.....
Replacement of Merriwa showground
toilet block.
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.....
Upgrade to the St Andrews Arena and
fencing.
.....

.....
White park Canteen construction.
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.....
Aberdeen Adventure Park.
.....



Concrete foundation being poured for the White Park canteen, July 2019



Council staff implement COVID-safe plans for events such as the opening of St Andrews Reserve upgrade.



Council staff upgrade the Merriwa Oval 1 change-room, November 2019



Amaroo Park in Scone toilet under construction, April 2020



Merriwa Showground amenities block crane delivery March 2020



Part 3 - Key Achievements

ECONOMY AND INFRASTRUCTURE GOAL 6: INCREASE, ENHANCE AND MAINTAIN CIVIL INFRASTRUCTURE, COMMUNITY ASSETS AND OPEN SPACES TO MEET THE NEEDS OF CURRENT AND FUTURE GENERATIONS

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3km of water pipes replaced throughout the Shire.
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346 customer water meters replaced in Scone, Aberdeen, Murrurundi, Merriwa and Cassilis.
.....

2.5km of sewage pipes renewed throughout the Shire.
.....

The Murrurundi Water Pipeline project was completed, and officially opened on 29 May 2020. The project included the construction of a 40km water pipeline from Scone to Murrurundi with a secure water source from Lake Glenbawn. The project was completed ahead of schedule and under budget, at a cost of \$13.4 million, with over \$13 million in funding provided by the NSW Government's restart NSW Water Security for Regions program.
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Village Reticulation Project underway – the next stage after completion of the Scone to Murrurundi Pipeline is supply of town water to the villages of Parkville, Blandford and Wingen. Concept design contract was awarded to ADW Johnson.
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Upgraded/replaced the Merriwa trickling filter at Merriwa sewage treatment plant.
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.....
Completion of Scone Regional Livestock Selling Centre sewer extension.
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.....
Concept design and performance specifications developed for the \$2.35 Million UV, Pre-Chlorination and Fluoride treatment upgrades for Scone water supply from Glenbawn Dam.
.....



.....
Water carting was undertaken for most of 2019/20 to provide Murrurundi with essential water supply prior to the pipeline completion. All told, almost 60 million litres of water was delivered to Murrurundi over 442 days – at a total cost of \$681,000. The NSW Government subsidised a little under half of the total water carting costs.
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.....
Conducted an internal audit to review:

- the processes and procedures for the capture and maintenance of asset management data across council;
- the integration and coordination of data between asset management systems;
- the processes and procedures to link the Asset Management Plans with the Long Term Financial Plan; and,



Part 3 - Key Achievements

ECONOMY AND INFRASTRUCTURE GOAL 6: INCREASE, ENHANCE AND MAINTAIN CIVIL INFRASTRUCTURE, COMMUNITY ASSETS AND OPEN SPACES TO MEET THE NEEDS OF CURRENT AND FUTURE GENERATIONS

- the adequacy of processes to update and amend the asset management plans over time.

The audit found that overall, Council's asset management planning process is mature compared to other similar sized rural Council's, and through the process, staff identified areas for improvement, which will result in asset management performing above expectations.

Completed construction of new disabled access toilet block that is sympathetic to the state heritage listed Old Court Theatre in Kingdon Street, Scone. The work included the new toilet facilities, renovation of the commercial kitchen, change rooms and main hall floor. The work also included new seating for 80 people for the main hall.



MP Barnaby Joyce, Maurice Collison and MP Michael Johnsen open the Saleyards upgrades

The upgrade of Scone Saleyards was completed March 2020. The work valued at \$11.8M includes new cattle yards with soft floors and roof, canteen/ administration building, water storage and reuse system, effluent/manure management facilities, carparking, truck parking, truck loading/ unloading facilities and electrical upgrade. The work has a focus on animal welfare and the future sustainable economic/ environmental performance of the Saleyards.



ECONOMY AND INFRASTRUCTURE GOAL 7:

Enhance and improve the road network and bridges to meet the needs of current and future generations and communicate priorities and progress to the Community

What does this look like in 2027?

Upper Hunter will be a community with accessible, integrated and well maintained road networks, bridges and public transport. Innovative planning, best practice, risk management and economically justifiable assessment will be used to prioritise projects that meet the needs of future generations.

Our Key Challenges and Opportunities

Assets

To fund the capital works required to maintain valuable community assets.

Ageing Infrastructure

Maintaining, renewing and upgrading ageing infrastructure, including roads, footpaths and stormwater drainage.

Large Geographical Area

High operational costs from different and geographically separate districts.

Road Network

Extensive road network and high number of unsealed roads. Obtaining road making material is particularly difficult in the west.

Public Transport

Support local transport providers. Rail passenger transport is too infrequent to be useful.



Bridges

Continuing bridge replacement program, while aiming to preserve some of the history.

COMMUNITY STRATEGIES

G7 CS27	Maintain and upgrade the road network and bridges.
G7 CS28	Increased Community engagement and updates on infrastructure planning, road priorities, works and improvements.
G7 CS29	Advocate, facilitate and/or provide traffic management and public transport facilities to meet the needs of the Community.

COMMUNITY PRIORITIES

	Upper Hunter Shire has improved and well maintained roads and bridges.
	Increase focus on local business, shop occupation and revitalisation of the Town Centres.



Part 3 - Key Achievements

ECONOMY AND INFRASTRUCTURE
GOAL 7: ENHANCE AND IMPROVE THE ROAD NETWORK AND BRIDGES TO MEET THE NEEDS OF CURRENT AND FUTURE GENERATIONS AND COMMUNICATE PRIORITIES AND PROGRESS TO THE COMMUNITY

Key Achievements for the Year

.....
Roads improvements across the Upper

.....
Hunter Shire included:

- 35kms Urban, rural and regional roads resealed
- Kerb and gutter replaced of 400m
- Footpath extension of 300m

.....
Total infrastructure projects spend \$28 million

.....
Secured funding for Cameron Bridge.

.....
The rehabilitation of 2km of Gundy Road at Gundy.

.....
Kerb and Gutter works at Kingdon and Hill Street Scone.

.....
Drainage upgrades to Nandowra and Dartbrook Roads



LEADERSHIP AND COMMUNITY ENGAGEMENT

GOAL 8: Provide Community Leadership

What does this look like in 2027?

Upper Hunter will be open and accountable to all stakeholders, encourage participation in decision making and make decisions that are in the public interest. Through effective long-term planning we will develop and implement strategies and ensure ongoing resources to fulfil long term community goals.

Our Key Challenges and Opportunities

Decision Making

To effectively engage, consult and communicate with a changing community.

Responsive Council

To respond to community needs effectively and within an appropriate timeframe.

Policies and Strategies

To maintain effective, up-to-date strategies, policies, systems and processes that deliver effective and efficient service to our community.

Risk Management

To identify, assess and pro-actively manage the potential risks associated with all Council activities.

Business Continuity

To ensure Council can provide services at a predefined level following a disruptive incident.

Work Health and Safety

To ensure a thorough understanding of the workplace procedures, as is required under Work Health and Safety (WHS) regulations.

Council Finances

To maintain financial efficiency in a competing and demanding environment.

Coal and Coal Seam Gas



To continue commitment to the adopted Position Statement – Coal and Coal Seam Gas Activities.

COMMUNITY STRATEGIES

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS31	Council is focused on innovation and continuous improvement to ensure a high quality of service which is aligned with business needs and Community priorities.
G8 CS32	Promote and celebrate the achievements of Council and the local Community.

G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.
G8 CS34	Community is effectively engaged, can provide opinion and contribute to decisions that plan for the present and future of the Upper Hunter Shire.
G8 CS35	Develop and maintain effective reporting systems that enable Council to measure and report on performance.
G8 CS36	Effective management of risk underpins all Council decisions, service delivery and behaviours.
G8 CS37	Ensure long-term financial sustainability through short, medium and long term financial planning.
G8 CS38	Ensure Council is a great place to work by supporting Council employees in maximising their contribution.
G8 CS39	Develop opportunities and build capacity for Community leadership especially in Councillors and young people.

COMMUNITY PRIORITIES

	Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.
	Upper Hunter Shire Council is an effective and efficient organisation, focusing on community engagement, action and response.



Part 3 - Key Achievements

LEADERSHIP AND COMMUNITY ENGAGEMENT GOAL 8: PROVIDE COMMUNITY LEADERSHIP

Key Achievements for the Year

91,690 visits to Council's website/112,368 website page views.

E-newsletter subscriptions increased from 937 to 2,250.

The five most popular website pages in order of popularity are: Home, Contact, Positions Vacant, Meetings, Apply For It.

211 media releases, to ensure the community is aware of key Council projects and programs.

282,680 Facebook engagements (times people liked, clicked, commented and shared our posts), which is more than double the number of engagements recorded last financial year.

Re - formed the Information Communication Technology (ICT) Steering Committee, and adopted an ICT Strategy, to further guide the direction of Council's ICT planning processes.

Staff were provided with the tools and equipment necessary to work from home, and alternate office locations, in response to the COVID-19 pandemic.

Implemented online auctioning for the Saleyards, which also allowed for more people to participate in the cattle sales when COVID-19 restrictions were affecting physical attendance. Online auctioning is continuing and the number of people using this is growing.

Implemented audio/video recording and livestreaming of Council and committee meetings.

A number of security and upgrades to our IT systems, including:

- Updated 2-factor authentication solution for remote access to council systems
- Preparation and deployment of tender to replace council's storage area network
- Upgraded backup server and domain controller
- Upgraded email and web filtering solution

Finalised the Merriwa CBD surveillance system. This system significantly improves the ability to investigate incidents that occur in the Merriwa CBD. Police have been able to use this footage on numerous occasions.



Updates to Council's mapping systems, including:

- A new development and testing environment, to improve the regular delivery of mapping changes to staff and the community
- Upgraded Spectrum spatial analyst
- Implemented new SQL data feed from spatial services for updating Council's cadastral database, geocoded urban and rural addressing layers and digital terrain database.



Part 3 - Key Achievements

**LEADERSHIP AND COMMUNITY
ENGAGEMENT GOAL 8: PROVIDE
COMMUNITY LEADERSHIP**

.....
Commenced the implementation of a new Human Capital Management System (HR HuB) which will streamline and significantly improve our performance management, learning and development, and recruitment and on-boarding processes.
.....

Implementation of the NSW Local Government Capability Framework for all positions within Council.
.....

Implemented an online WHS management system called Vault, which is user friendly and accessible by all staff. This new system has been very well received.
.....

Council staff participated in our annual staff development day, which involved a number of interesting and informative learning sessions whilst providing staff from different areas of Council the opportunity to interact and communicate with each other.
.....

Undertook a major training program for Councillors, staff and committee members in regards to the new Code of Conduct.
.....

Commenced an internal audit program and developed a strategic 4-year internal audit plan.



Staff Development Day dinner

.....
Reviewed and adopted the Audit, Risk and Improvement Committee Charter, in line with the Audit Office guidelines.
.....

Held four Audit, Risk and Improvement Committee meetings, and developed an Audit, Risk and Improvement Committee calendar to ensure that the Committee meets all the obligations under its Charter.
.....

.....
Implemented a new operational policy for the management of controlled documents, such as policies and procedures.
.....

.....
Implemented new processes for the administration of Senior Management Group meetings, to ensure decisions made by the Senior Management Group are well informed and properly documented.



Part 3 - Key Achievements

LEADERSHIP AND COMMUNITY ENGAGEMENT GOAL 8: PROVIDE COMMUNITY LEADERSHIP

Formed an internal Risk Management Committee, comprised of the General Manager, Directors and the Manager Governance & Risk, to meet quarterly and discuss Council's strategic risks and to steer the risk management program.

Adopted a Risk Management Framework, including determination of Council's risk appetite, consistent with the Australian Standards for risk management.

Responded quickly and flexibly to restrictions and risks imposed on Council staff and the community by the COVID-19 pandemic.



Ran a contractor management workshop for all staff with responsibility for supervising contractors in the workplace.



Delivery of defibrillators for installation throughout Council venues.

Implemented a new system for managing staff delegations and authorisations.

Completed an internal audit of Council's procurement process, and developed an agreed management action plan for continuous improvement in this area.



LEADERSHIP AND COMMUNITY ENGAGEMENT GOAL 9:

Advocate for the Community

What does this look like in 2027?

The Upper Hunter Shire will continue to be confident that Council is representing the Community's vision to other levels of Government, to ensure equitable sharing of resources and government services for the Community.

Our Key Challenges and Opportunities

Communication

To meet the diverse communication requirements of the Upper Hunter Community.

Community Engagement

To engage the broader Upper Hunter community in planning and decisions that affect the long term future of the area.



Strategic Partnerships

To build partnerships and strengthen relationships with Neighbouring Councils. Hunter Councils, Joint Organisation (JO), other levels of Government and community organisations.

COMMUNITY STRATEGIES

G9 CS40	Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the CSP 2027 and to deliver the Community priorities.
G9 CS41	To participate and encourage regional coordination and planning between Councils and other organisations.
G9 CS42	Provide timely and effective advocacy and leadership on key community issues and priorities.

COMMUNITY PRIORITIES

	Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.
	Upper Hunter Shire Council is an effective and efficient organisation, focusing on community engagement, action and response.



Part 3 - Key Achievements

LEADERSHIP AND COMMUNITY ENGAGEMENT GOAL 9: ADVOCATE FOR THE COMMUNITY

Key Achievements for the Year

Council has continued to advocate for additional resources to assist the delivery of improved roads and community infrastructure.

We LIVE Here project has continued to grow and develop with the launch of a closed group Facebook page for businesses and a dedicated website which showcases small businesses. The total amount loaded onto the cards had reached over \$540k of which \$410k had been invested back into the local economy.

The Murrurundi Water Pipeline project was completed, and officially opened on 29 May 2020. The project included the construction of a 40km water pipeline from Scone to Murrurundi with a secure water source from Lake Glenbawn. The project was completed ahead of schedule and under budget, at a cost of \$13.4 million, with over \$13 million in funding provided by the NSW Government's restart NSW Water Security for Regions program.



The first pipes being installed for the Scone to Murrurundi pipeline, 12 August 2019

Water carting was undertaken for most of 2019/20 to provide Murrurundi with essential water supply prior to the pipeline completion. All told, almost 60 million litres of water was delivered to Murrurundi over 442 days – at a total cost of \$681,000. The NSW Government subsidised a little under half of the total water carting costs.



Murrurundi water truck fills lagoon



Part 3 - Key Achievements

LEADERSHIP AND COMMUNITY ENGAGEMENT GOAL 9: ADVOCATE FOR THE COMMUNITY

The Community Services section has worked collaboratively with agencies in the Upper Hunter to enhance service delivery for vulnerable families, through the Targeted Early Intervention (TEI) program funded through Communities and Justice (DCJ).

Family Fun Days were held in Merriwa and Scone in partnership with local services. These events included a range of free activities and provided families with information about the services that are available in the community. A colour run was a highlight in Scone.



Upper Hunter Family Day Care celebrated their 40 year anniversary during the Family Fun Day

Planning continues on a collaborative project to provide emergency/transitional housing in Scone to support people in short term homelessness and have lived experience of domestic violence.

Partnered with Scone Neighbourhood Resource Centre and Upper Hunter Homeless Support to host the Candlelight Vigil in Scone and Merriwa to remembering victims of domestic violence.



Candlelight Vigil in Scone

Developed the Access and Inclusion Committee to support Council with the implementation of the Disability Inclusion Action Plan. Membership includes key stakeholders in the community and individuals with lived experiences.

Council was represented on a diverse range of networks and interagency meetings to discuss issues and services in the Shire including youth, mental health, domestic violence and community drug action.

Worked collaboratively with the Scone Neighbourhood Centre to provide a food pantry for vulnerable families as the initial COVID-19 restrictions impacted on the community.

Merriwa Family Support Network meetings were held to link families with local services, update the Merriwa Contact Card, support the playgroup and discuss community issues such as drought support, mental health services and NDIS.

Partnered with Upper Hunter Homeless to support low-income housing tenants in Merriwa.

Supported volunteer group Helping Hands to create a newsletter, delivered to all Merriwa and Cassilis residents, outlining services available locally during COVID-19. The group also distributed library books, mulch hay, provided regular welfare checks for senior members in the community, and assisted Oz Harvest with the distribution of food hampers.

Supported the Merriwa Local Area Health Committee discuss local issues such as access to medical appointments, COVID-19, and recruiting and retaining staff.



Part 3 - Key Achievements

**LEADERSHIP AND COMMUNITY
ENGAGEMENT GOAL 9: ADVOCATE FOR
THE COMMUNITY**

Partnered with the Merriwa Progress Association and local schools in Merriwa and Cassilis to promote Clean Up Australia Day.



Community mental health workshops were delivered in Merriwa by RAMPH at the preschool and Merriwa CWA and were well attended.

Supported the Murrurundi chapter of Doing It For Our Farmers, who established a pop up pantry in Murrurundi to support community members affected by severe drought.

Supported a visit by the Men's Health Educational Rural Van (MHERV) in August 2019.

Supported HNE Health and the Murrurundi Local Health Committee in consultations regarding the development of the new Health Facility in Murrurundi.

Supported Murrurundi Meals on Wheels, who use office space in the UHSC Murrurundi administration centre.

Co-ordinated and supported a wide range of cultural and celebratory events including Australia Day, Youth Week, Seniors Festival, Mental Health Month, Reconciliation Week and NAIDOC Week, to enrich culture, participation and caring in our Shire.

Council worked with a range regional organisations in regard to social protection including:

- Upper Hunter Mental Health Network
- Department of Communities and Justice (DCJ) Targeted Earlier Intervention (TEI) Forum, for services working with vulnerable families
- Upper Hunter Homelessness Support Board Meetings

- Merriwa Family Support Network
- Upper Hunter Youth Services
- Transcare
- Muswellbrook and Upper Hunter Community Interagency
- NSW Trainlink meeting
- Early Years Network meeting
- Upper Hunter Rural Services Support Network
- Hunter Councils Crime Prevention Network,
- Community Drug Action Team, and
- Regional Domestic Violence Committee.
- Local Area Health Committees

Drought support and information was shared regularly to farmers and landholders, alongside partnerships with agencies involved in the Hunter Rural Support Network.

Received funding through Hunter Local Land Services for the establishment of a native bush tucker garden at Blandford Public School.

The Upper Hunter Regional Landcare Coordinator continued to be supported by UHSC.



DELIVERY PROGRAM OBJECTIVES, STRATEGIES AND PERFORMANCE

ADMINISTRATION

Asset Management

Community Strategies

G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G6 CS25	Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.
G6 CS26	Provide safe and reliable water and sewerage services to meet the demands of current and future generations.
G7 CS27	Maintain and upgrade the road network and bridges.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- Asset Management Plan and Policies.
- A comprehensive maintenance and renewal strategy for all Council assets.
- Long term asset renewal and enhancement programs. Asset information, construction, survey and design service.

This is how we provide it

- Establish and maintain public assets and improve the amenity of the Shire..

This is how we measure it	Target	Actual
Asset Management Strategy finalised	100%	100%
Capital Works Program Survey and Design preparation finalised	100%	0
Major review and update of Asset Management Plans - Bridges, Buildings, Open Spaces, Roads, Sewerage, Stormwater and Water and Swimming Pools	100%	100%
Provide Asset Management Program	90%	90%

Statement of commitment

Develop and enhance systems to help manage Council's assets.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire has improved and well maintained roads and bridges.



Reliable and safe water supply.



Communications

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS34	Community is effectively engaged, can provide opinion and contribute to decisions that plan for the present and future of the Upper Hunter Shire.
G8 CS35	Develop and maintain effective reporting systems that enable Council to measure and report on performance.

This is what we provide

- Internal and external communication, including media releases.
- Website management and maintenance.
- Corporate branding.
- Graphics design.
- Community engagement.

This is how we provide it

- By promotion and communication of Council's brand, functions and identity.
- Through improving Council's relationship with the community and by encouraging community involvement.
- Promotion of the Upper Hunter Shire to visitors and new residents.
- Effective utilisation of all forms of media.
- By the delivery of effective internal communication.

This is how we measure it	Target	Actual
Increase Facebook followers annually by continuing to post engaging content	5%	108.52%
Increase website visits annually, by improving content, navigation and accessibility	5%	1%
Number of proactive media releases distributed to media outputs	140	211

Statement of commitment

All communication provided is concise, transparent, accurate, timely and relevant.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Increased and innovative tourism and visitor opportunities.



Corporate Services

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS31	Council is focused on innovation and continuous improvement to ensure a high quality of service which is aligned with business needs and Community priorities.
G8 CS34	Community is effectively engaged, can provide opinion and contribute to decisions that plan for the present and future of the Upper Hunter Shire.
G8 CS35	Develop and maintain effective reporting systems that enable Council to measure and report on performance.
G8 CS37	Ensure long-term financial sustainability through short, medium and long term financial planning.
G8 CS38	Ensure Council is a great place to work by supporting Council employees in maximising their contribution.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.

This is what we provide

- Advice and policy development that supports decision making.
- Internal Audit.
- Service Improvement.
- Risk and insurance management..

This is how we provide it

- Internal audit function and Enterprise Risk Management to Council as a whole.
- Policies and administrative principles that are both current and meet the needs of Council..

This is how we measure it	Target	Actual
Service Improvement Pilot Program - High Priority Service Improvement Projects.	100%	0
Audit, Risk and Improvement Committee Meetings	4	5
Percentage of Policies and Administrative Principles that are current	95%	65.25%

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Customer Services

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS32	Promote and celebrate the achievements of Council and the local Community.

This is what we provide

- A safe and secure environment for the movement and storage of Council plant and materials.
- A safe environment for employees that comply with WHS legislative requirements.
- Facilities for the maintenance and repair of Council plant and equipment.

This is how we provide it

By ensuring Council has efficient and effective facilities at each of its depots.

This is how we measure it	Target	Actual
Percentage of outstanding correspondence requiring a response completed within agreed timeframes.	>90%	91%

Statement of commitment

Council will provide excellence in customer service by actively managing each customer's experience.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Increased and innovative tourism and visitor opportunities.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Depot Operations

Community Strategies

G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.

This is what we provide

- A safe and secure environment for the movement and storage of Council plant and materials.
- A safe environment for employees that comply with WHS legislative requirements.
- Facilities for the maintenance and repair of Council plant and equipment.

This is how we provide it

- By ensuring Council has efficient and effective facilities at each of its depots.

Statement of commitment

- Trade waste management practices and continued improvement to fuelling facilities in line with current regulations.
- Manage the operational issues and environmental upgrades of the Council depots. Undertake WHS initiatives within the depot compounds to ensure compliance with WHS regulations and legislation.
- Improve overall amenity of depot facilities to better reflect corporate image.
- Provide storage facilities for Council materials and equipment to facilitate economies on worksite.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire has improved and well maintained roads and bridges.



Reliable and safe water supply.



Financial Services

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS34	Community is effectively engaged, can provide opinion and contribute to decisions that plan for the present and future of the Upper Hunter Shire.
G8 CS37	Ensure long-term financial sustainability through short, medium and long term financial planning.

This is what we provide

- An effective and efficient statutory reporting systems.
- A timely, efficient and accurate accounts payable service.
- A service which is able to monitor allocation of revenues and expenses in the general ledger for reporting processes.
- Reporting systems to ensure “Fit for the Future” benchmarks and any improvement program instigated are maintained for Council’s financial sustainability.

This is how we provide it

- Through financial management and reporting regime for the organisation which is effective and cost efficient in its operation while being regarded as better than satisfactory in overall service delivery by managers and other users of the finance systems.
- By providing efficient administrative service.
- By maintaining Council’s Administration buildings for the safety of staff and public.
- Through a Treasury Management system that meets Council and Office of Local Governments requirements

This is how we measure it	Target	Actual
Number of monthly budget reports provided to Council.	12	12

Statement of commitment

Maintain integrity of financial reporting in accordance with Office of Local Government and Council policy.

Community Priorities



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Fleet Management

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G3 CS11	Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.

This is what we provide

- Provision and maintenance of Council's plant fleet in accordance with the 10 year Asset Replacement Program.
- Monitor plant operating costs; maintain a mechanical workshop and associated staff and equipment.
- Ensure all plant and vehicle items are inspected for RMS registration.

This is how we provide it

- To efficiently manage Council's plant fleet in accordance with Council's Delivery Program and Operations Plan and the 10 year plant replacement program.

This is how we measure it	Target	Actual
Percentage of all servicing completed within 7 days or 1000 km's of manufacturers specification.	98%	98%
Percentage of Plant replacement achieved according to the plant replacement schedule.	90%	100%
Undertake review of Plant Replacement Program	100%	100%

Statement of commitment

- Review of existing and new models for fleet and operational cost efficiencies.
- Obtain best pricing for purchase and trade of plant items with consideration of market conditions and operational and environmental factors.

Community Priorities



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



General Management

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS31	Council is focused on innovation and continuous improvement to ensure a high quality of service which is aligned with business needs and Community priorities.

This is what we provide

- Support for the Mayor and Councillors to fulfil their respective roles.
- A 10 year Community Strategic Plan and 10 year Financial Plan.
- Annual Delivery Program and Operational Plan including the Annual Budget.
- Integrated Planning and Reporting framework that meets external requirements.
- A system where Policies and procedures are reviewed on a regular basis.
- Leadership that reviews Council operations and Council wide continuous service improvement.
- Enterprise Risk Management.

This is how we provide it

- By effectively and efficiently managing the business of the Council within its charter.
- By encouraging an open and participatory Council, with emphasis on community engagement, action and response.
- Through participation in and by encouraging regional and local alliances with other Councils, Government or non-government partners.
- By encouraging and building local community capacity within the context of the Shire.
- Through advocating to State and Federal Government for a fair and equitable share of fiscal resources and provision of government services for the community.

This is how we measure it	Target	Actual
Compliance with Integrated Planning and Reporting (IP&R) requirements.	100%	100%

Statement of commitment

- All of Council's functions carried out at a level that meets the Community needs and within authorised budgets.

Community Priorities



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Human Resources

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS30	Ensure Council is a great place to work by supporting Council employees in maximising their contribution.

This is what we provide

The facilitation of staff recruitment and selection.

- Advice and support to management on human resources and industrial relations matters.
- Training and development including implementation of the organisational training plan.
- A process to review and the implementation of workforce planning strategies.
- Administration of Council salary system and job evaluation and annual review system.
- Systems to ensure Council's Equal Employment Opportunity requirements are met.
- An ongoing review and implementation of organisational human resources policies and procedures.
- A safety management system that is maintained and implemented across Council.

This is how we provide it

- By providing an appropriate human resource works, health and safety service that meets statutory requirements and Council's expectations.

This is how we measure it	Target	Actual
Workforce Management Plan finalisation	100%	0*

*Deferred to 2020/2021

Statement of commitment

- All Human Resources functions undertaken in a timely and efficient manner.
- Council provides a workplace focused on staff wellbeing, welfare and safety.

Community Priorities



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Information Services

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- An efficient IT communications link between Council's sites.
- Hardware and software applications that meets the needs of the organisation.
- Effective mapping and information management systems.
- Appropriate improving mobile data systems to meet changing needs.

This is how we provide it

- By the provision of effective information and communication systems which meet the current and foreseeable technological needs of Council.
- By the provision of an efficient document management function for compliance and accountability of business records.

This is how we measure it	Target	Actual
Reviewed ICT Strategic Plan	100%	100%

Statement of commitment

- Council's technology is sourced and maintained at a level that meets Council's increasing requirements.

Community Priorities



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Infrastructure Projects Support

Community Strategies

G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- Management of the Infrastructure Services activities of Council.
- Effective financial control in relation to the maintenance and capital works programs set out in Council's Delivery Program and Operational Plan.
- A responsive customer requests service.
- Management of the public liability risk management exposure of the department.
- Administrative and technical assistance to department managers.
- System development to enhance infrastructure delivery.
- The development and management of major capital projects

This is how we provide it

- By efficiently managing the capital, plant and resources made available.

This is how we measure it	Target	Actual
Completed cemetery register review	90%	90%
Completed key security system audit	90%	100%

Statement of commitment

- Improved systems to assist managers in meeting customer requirements.
- Efficiently manage resources to maximise the delivery of infrastructure and projects to the Community.

Community Priorities



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Revenue Services

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS37	Ensure long-term financial sustainability through short, medium and long term financial planning.

This is what we provide

- The issue, reconciling and recovery of Accounts Receivable amounts.
- The timely collection and instigation where necessary of legal recovery action against outstanding debts greater than 90 days (without arrangements or outside of other policies).
- Accounts Receivable, Water, Rates and Property enquiry service.
- Provision of a parcel based property database with a (limited) mapping interface to generate a visual representation of land based features.

This is how we provide it

- To achieve Council’s budgeted rate and annual charges revenues within budgetary constraints, while providing a responsive billing and property enquiry service.

This is how we measure it	Target	Actual
Rates follow-up work undertaken promptly to ensure minimum outstanding at year end	6%	3.40%
Value of unarranged Accounts Receivable greater than 90 days	\$150,000	\$204,787

Statement of commitment

- Rates levied by due dates and recovery action taken to ensure that the levels of outstanding rates are kept at an appropriate level. Water accounts are issued on a timely basis, four times a year.

Community Priorities



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.

* Council will continue to monitor its level of unarranged debtors into the coming year and take appropriate action to recover.



Stores/Purchasing Services

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G9 CS40	Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the Community Strategic Plan 2027 and to deliver the Community priorities.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.

This is what we provide

- A supply contract administration, purchasing, storage and distribution facility which is cost effective.
- Joint purchasing and contract functions with Hunter Councils and other prescribed entities whenever possible and where applicable.
- Purchasing and contracts to ensure most cost effective results are obtained.
- A mechanism to review the inventory to identify opportunities to ensure stock levels are appropriate and that stock holdings are minimised where possible.

This is how we provide it

- Efficiently manage Council's procurement function to maximise the delivery of services to the Community in accordance with Council's Delivery Program and Operational Plan.

This is how we measure it	Target	Actual
Maximum value of stock on hand.	\$820,000	\$788,000

Statement of commitment

- Continue to provide store services and efficient procurement service.

Community Priorities



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Sustainability

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G3 CS12	Ensure that all actions, decisions and policy response to natural hazards and climate change remain current and reflect capacity, Community expectations and changes in environmental and climate change information.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G4 CS17	Implement policies to ensure the protection of strategic agricultural lands, equine critical industry clusters, natural resources and heritage.
G9 CS40	Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the Community Strategic Plan 2027 and to deliver the Community priorities.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.

This is what we provide

- Facilitate and support programs that protect and sustain our environment.
- Support and encourage Community participation in the protection of the environment.

This is how we provide it

- Through the development, review and implementation of the Upper Hunter Shire Sustainability Action Plan.

This is how we measure it	Target	Actual
Complete Priority 1 actions of Sustainability Action Plan	>16	0*

* No progress due to vacant manager's position.

Statement of commitment

- Provide and support projects and programs that protect and sustain our diverse environment.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Increase focus on local business, shop occupation and revitalisation of the town centres.



COMMUNITY SERVICES AND EDUCATION

Administration and Education

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G3 CS11	Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- A range of Community and capacity building activities that meet State Government Community Service targets.
- Assistance to Community organisations and individuals to participate in programs to enhance the physical environment.
- Representation in local and regional networks and interagencies to encourage collaboration and advocate on community issues and related social justice issues affecting

local and regional communities.

- Community social and physical infrastructure to support community activities.

This is how we provide it

- By supporting children, young people, individuals and families so they can enhance their independence, inclusion, safety, self-esteem and or quality of life within the community.
- By building strong communities and social capital, undertaking community development, so that communities are well informed, resourceful, connected, trusting, respectful and participatory.
- Ensuring sustainable projects are undertaken by community groups that work towards addressing community objectives.
- By encouraging a clean and tidy community, which has pride in and an understanding of its environment.
- Support Community organisations in accordance with State Government specifications.

This is how we measure it	Target	Actual
Engagements with organisations in partnership programs per annum	110	127
Number of grant applications to enhance community physical and social infrastructure per annum	10	18

Statement of commitment

- Communities are kept informed of opportunities available to them and participate in those opportunities provided.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Aged Care – Gummun Place Hostel

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- High quality residential care to the aged.
- An accredited Aged Hostel in accordance with Commonwealth guidelines.
- Policies, procedures and standards to ensure Aged Care Accreditation is achieved at each 3-year review.
- A facility that operates within approved Food Standards and Food Accreditation.

This is how we provide it

- By maintaining Gummun Place Hostel as an accredited 16 bed care facility in Merriwa.
- By providing an aged care facilities that is self-sufficient over the long term.
- By the promotion of accessible aged services and facilities in the Shire.
- By ongoing review and planning of all aspects of the Hostel to achieve continuous improvement for residents, staff and the community.

This is how we measure it	Target	Actual
Government funding per calendar day per bed (Hostel)	\$90	\$222.70
Percentage of year that rooms are occupied (Hostel)	98%	93.75%

Statement of commitment

- The provision of 16 bed care facility in Merriwa that meets all accreditation standards by regulatory agencies.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Aged Care – Independent Living Units

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- The overseeing of maintenance and upkeep of 16 units and one cottage (eight units – Merriwa; eight units and one house – Murrurundi).
- Facilities that operate in accordance with Residential Tenancies Act.
- Annual inspections to determine any works that need to be completed to ensure appropriate living conditions are available.

This is how we provide it

- By providing safe, comfortable and affordable living for residents aged 55 years and over, in the Merriwa and Murrurundi areas through the provision of independent living units.
- Through the provision of accessible services for people with disabilities living in the Shire including affordable accommodation where possible (independent living units in Merriwa and Murrurundi).
- Ensuring all units are well maintained.

This is how we measure it	Target	Actual
Percentage of year that units are tenanted.	95%	91%

Statement of commitment

- That independent living units are provided and maintained for older residents and people with a disability who live in our communities.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Children’s Services – Before and After School Care

Community Strategies

G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- Before and after school care during school terms.
- Vacation care during school holidays.
- Operating the service in accordance with the approved National Quality Framework and Council policies.
- A supportive and collaborative Community use partnership with St Mary’s Primary School in Scone.

This is how we provide it

- By operating a high quality education and care service for children aged 5 – 13 years in a fun, safe and caring environment that fosters the growth, wellbeing and development of each child.

This is how we measure it	Target	Actual
Before school care utilisation per day.	6	5.2
After school care utilisation per day.	12	14
Vacation care utilisation per day.	20	17.7

* Decrease in utilisation due to self isolation of children through COVID-19 peak.

Statement of commitment

- Council provides an out of school hours and vacation service that meets Community needs.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Children’s Services – Early Learning Centre

Community Strategies

G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G2 CS6	Support existing education facilities and enhance learning opportunities.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- Long Day Care for up to 51 weeks per year.
- Operation of the Upper Hunter Early Learning Centre in accordance with the approved National Quality Framework and Council’s policies.

This is how we provide it

- By operating a high quality long day education and care service for children from 6 weeks to 5 years in a fun, safe and caring environment that fosters the wellbeing, learning and development of each child.

This is how we measure it	Target	Actual
Average utilisation as a percentage of the base 43 children per day capacity.	97.5%	94%

Statement of commitment

- Council provides a long day care service that meets Community needs.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Children’s Services – Family Day Care

Community Strategies

G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- A Family Day Care (UHFDC) scheme that operates in accordance with the approved National Quality Framework and Council’s policies.

This is how we provide it

- By establishing a supported network of educators throughout Muswellbrook and Upper Hunter Shires who provide an approved education and care service from their own homes or approved venues.

This is how we measure it	Target	Actual
Average Full Time Equivalent (FTE) utilisation.	50	41.98

*Decrease in utilisation due to leave of educators and having two educators leave the service. Two new prospective educators in discussions around potential care options.

Statement of commitment

- Council provides a service that meets the Upper Hunter and Muswellbrook Shire Community needs.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Social Protection

Community Strategies

G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- The development and facilitation of social programs on behalf of the community.
- The promotion of awareness of services and facilities available to vulnerable members of the community.
- Partnership with Government and local organisations to identify and develop solutions to address anti- social and criminal behaviours in the Shire.
- The implementation and encouragement of healthy lifestyle opportunities.

This is how we provide it

- By advocating for and promote services and facilities for special target groups.
- By working with local organisations and Community groups to provide a safe and inclusive Community, encouraging a healthy lifestyle through education and promotion to residents.
- Through the promotion and facilitation of volunteering in the Shire.
- By developing, implementing and reviewing Council's Disability Inclusion Action Plan (DIAP) to meets Community needs and Council's resources.

This is how we measure it	Target	Actual
Number of actions addressed in the Disability Inclusion Action Plan (DIAP)	6	9
Number of social protection meetings where Council is represented	45	69

Statement of commitment

- Council will provide information, services, facilities and activities within the Upper Hunter Shire Community for special target groups.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Youth Services

Community Strategies

G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G2 CS6	Support existing education facilities and enhance learning opportunities.
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- The planning, promotion and implementation of a range of social, educational and recreational programs that are run in consultation with the youth.
- Early Intervention programs which meet service specifications.
- Opportunities for young people to enhance leadership and key life skills.
- Partnerships with schools and organisations to promote wellbeing, safety, connectedness and community recognition of our youth.

This is how we provide it

- Through the promotion and implementation of a range of social, educational and recreational programs.
- By providing effective youth services to meet the needs of young people and families
- Ensuring our programs comply with Early Intervention funding provided by the Department of Family and Community Services.
- Creating partnerships with schools and community groups to plan and develop a range of community services which respond to the needs of young people in the Shire.
- Being involved with new youth initiatives and encourage self-driven activities for young people.
- Providing young people with new and unique experiences aimed at enhancing leadership and team work skills.
- By providing assistance to support existing and create new educational, community and social connections for young people.

This is how we measure it	Target	Actual
Early Intervention Program targets (units) met per annum	209	223
Number of attendances of young people at Youth Centres per annum	3,350	2,623*
Working partnerships implemented with schools/organisations per annum	21	23
Youth participation in teamwork/ leadership events per annum	447	403

*Youth Centres open for around half of usual hours with proportionate attendance. Young people glad to get back to centres and abiding by increased hygiene and cleaning procedures.

Statement of commitment

Focus on unified service provision across all shire towns and communities along with an increased reach of programs.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



ECONOMIC AFFAIRS

Camping Areas and Caravan Parks

Community Strategies

G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.

This is what we provide

- Caravan park and camping areas with a basic level of services to users of the facilities.

This is how we provide it

- By providing facilities to support tourism activities within the Shire.

This is how we measure it	Target	Actual
Number of camping ground site nights occupied per annum	180	401
Number of caravan park site nights booked annually	1,440	1,192

*This is under target due to being offset by the significant increase in camping ground sites occupied, as visitors are staying for longer time limits.

Statement of commitment

The provision of safe and healthy Council camp areas and caravan parks.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Community Connect Services (CCS)

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- Affordable access to high-speed internet, access to computers and software.
- Access to a range of new technologies and services that would otherwise not be available in the Community.
- Training facilities that meet the needs of the Community, especially the aged and disadvantaged.

This is how we provide it

- By promoting, facilitating and encouraging access and use of information technology for the Community.

This is how we measure it	Target	Actual
Number of customers using the centre per annum.	2,000	1,849
Internet usage per annum.	600	402

Statement of commitment

Continue to advocate to State and Federal Government to access high speed networks and technology for the disadvantaged.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Economic Promotion

Community Strategies

G5 CS18	Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.
G5 CS19	Encourage retail and commercial business to locate and prosper within our Shire.
G5 CS20	Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment opportunities for current and future generations.
G5 CS21	Facilitate and provide access to a range of local educational and training opportunities that complements the economy.
G5 CS22	Provide attractive and functional town centres and support revitalisation of the towns and villages including investment in built heritage and improvement of existing buildings.
G5 CS23	Facilitate and support increased and innovative tourism and marketing opportunities.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS32	Promote and celebrate the achievements of Council and the local Community.

This is what we provide

- Provision of a Community Grants Officer to assist in obtaining grant funding that supports economic activities.
- Encouragement for the sustainable economic development in the Upper Hunter Shire.
- Relationships with key stakeholders to enhance economic development activities within the Shire.
- An Upper Hunter Shire Economic Development and Tourism Plan that is consistent with Council's Community Strategic Plan.
- Provision of investment and marketing material to encourage investment and employment in the Shire.

This is how we provide it

- By delivering outcomes as identified in the Economic Development and Tourism Strategic Plan.
- By providing support for the economic and tourism promotion of the Shire.

This is how we measure it	Target	Actual
Council and Community external grant funding secured.	\$5,000,000	\$10,924,085
Implementation of Economic Development and Tourism Plan priority strategies.	100%	100%

Statement of commitment

Support the economic capacity of the Shire to grow and employ more people.

Community Priorities



A stronger economic base to attract and retain residents, particularly our young people.



Increase focus on local business, shop occupation and revitalisation of the town centres.



Protect the natural environment.



Private Works

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G5 CS18	Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.
G5 CS19	Encourage retail and commercial business to locate and prosper within our Shire.
G5 CS20	Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment opportunities for current and future generations.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- Infrastructure design and construction for developers, business, individuals and other government departments.
- Road/driveway maintenance and construction activities.

This is how we provide it

- By providing all residents access to Council services at commercial rates.

This is how we measure it	Target	Actual
Level of return achieved in terms of additional income.	20%	34%

Statement of commitment

That a private works service be provided at commercial competitive rates to supplement Council's operations, within the capacity of the teams to deliver.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Real Estate

Community Strategies

G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G5 CS18	Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.
G5 CS20	Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment opportunities for current and future generations.

This is what we provide

- Cost effective development and sale of residential land.
- The purchase, tenancy and maintenance of residential and commercial properties as required.
- Strategic property management of Council’s property portfolio to ensure it meets the needs of the Community.

This is how we provide it

- Through an effectively managed and monitored Council property portfolio.

This is how we measure it	Target	Actual
Achieved budgeted lease revenue.	90%	44%
Percentage of all commercial and residential leases in place for Council owned property	95%	28%

Statement of commitment

Council will manage its portfolio of real estate assets in an efficient and cost effective manner.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



A stronger economic base to attract and retain residents, particularly our young people.



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



Increase focus on local business, shop occupation and revitalisation of the town centres.



Saleyards

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G5 CS18	Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- An efficient and cost effective saleyards facility that meets customer needs.
- The implementation and management of Environmental Management and WHS systems within the saleyards facility.

This is how we provide it

- By operating a quality livestock selling facility.

This is how we measure it	Target	Actual
Cattle sales per annum	35,000	37,599
Achieve operating compliance by recording the number of non-compliance incidents.	2	2

Statement of commitment

- Operate and maintain an efficient and safe saleyard operation, within environmental guidelines.
- Manage a saleyard operation that maintains approved environmental standards

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Tourism and Area Promotion

Community Strategies

G5 CS23	Facilitate and support increased and innovative tourism and marketing opportunities.
G8 CS32	Promote and celebrate the achievements of Council and the local Community.
G5 CS23	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.
G8 CS34	Community is effectively engaged, can provide opinion and contribute to decisions that plan for the present and future of the Upper Hunter Shire.

This is what we provide

- Shire's visitor information centres management.
- Promotion of the Upper Hunter Shire as a tourist destination.
- Partnerships between Council and Upper Hunter Country Tourism stakeholders.
- Partnerships with community event organisers in the Upper Hunter, and co-ordinate tourism events.
- Increased number and scale of tourism events.

This is how we provide it

- By delivering outcomes identified in the Economic Development & Tourism Strategic Plan.
- By providing and marketing visitor information services throughout the Shire.
- By providing support to event committees in delivering quality tourism events.

This is how we measure it	Target	Actual
Number of visitors through the Visitor Information Centres.	15,000	11,449
Referrals to accommodation.	3,000	1,980
Referrals to local attractions, including stud tours	8,000	6,561

Statement of commitment

To maintain a high level of professional and impartial tourism services to visitors and the Community and to implement the Economic Development and Tourism Strategic Plan in collaboration with other organisations.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



A stronger economic base to attract and retain residents, particularly our young people.



Increase focus on local business, shop occupation and revitalisation of the town centres.



Increased and innovative tourism and visitor opportunities.



ENVIRONMENT

Solid Waste Management

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G3 CS11	Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G4 CS16	Provide efficient and effective waste and recycling services and support improved waste minimisation and recycling practices.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G9 CS40	Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the Community Strategic Plan 2027 and to deliver the Community priorities.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- A waste pick up and disposal service to domestic and commercial premises.
- EPA approved landfill sites at various locations around the shire.
- Services that promote Community education in regard to waste

- reduction, reuse and recycling, including resource recovery.
- Minimisation of pollution of the environment due to waste disposal.
- Long term planning of future waste management operations as identified in the waste management strategy including the provision of an organic waste collection service.
- Involvement in regional initiatives for waste reduction and improved recycling and collection facilities.
- Management plans for all landfill sites and an appropriate Waste Management Strategy.

This is how we provide it

- By providing contracted kerbside collection services
- Through the promotion and education of Reduce, Reuse and Recycle (3R's)
- By managing waste facilities to minimise environmental impacts.
- By providing an annual bulky waste collection service.
- Through participation in State Government waste initiatives.

This is how we measure it	Target	Actual
Conduct community education initiatives (inc. media & joint activities) promoting the benefits of waste avoidance, minimisation composting and recycling,	6	17
Kerbside collection services are provided to timetable unless notified (eg Christmas holidays) (% bins)	95%	100%
Kerbside waste diverted from landfill.	19%	19%
Total waste diverted from landfill.	15%	15%

Statement of commitment

- Provide the Community with education on waste minimisation and recycling practices to help achieve a sustainable environment.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Protect the natural environment.



Stormwater Management

Community Strategies

G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G9 CS40	Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the Community Strategic Plan 2027 and to deliver the Community priorities.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.

This is what we provide

- A drainage structures across all urban areas that is regularly inspected, maintained and improved to meet Community expectations.
- Support to community groups in maintaining and enhancing creeks and water ways.
- Stormwater Management Plans for the Shire.

This is how we provide it

- Through the provision of a stormwater drainage systems to manage flows.
- Through the provision of a kerb and gutter networks as an adjunct to the drainage network.
- By maintaining flow conditions in main creeks.

This is how we measure it	Target	Actual
Complete all funded stormwater capital works within budget and timeframe	90%	92%
Completion of maintenance program, subject to funding (stormwater)	90%	78%
Completion of planned inspections of the stormwater network	90%	90%
Number of complaints due to drainage overflows received annually	24	100*

Statement of commitment

- Provide and maintain a capital upgrade of stormwater drainage across the Shire.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire has improved and well maintained roads and bridges.



Protect the natural environment.

* Excessive rain received early 2020.



Street Cleaning

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G3 CS11	Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G5 CS22	Provide attractive and functional town centres and support revitalisation of the towns and villages including investment in built heritage and improvement of existing buildings.
G6 CS25	Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- A street cleaning services within the urban and CBD areas.
- Graffiti removal within agreed timeframes.
- Removal of litter and the emptying of bins in street and public places.

This is how we provide it

- By providing clean local roads while minimising environmental and flooding risks.

This is how we measure it	Target	Actual
Length of urban and CBD roads swept annually	464km	464km

Statement of commitment

- Maintain clean streets, graffiti and litter removal litter from streets and public places on a regular basis.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Increase focus on local business, shop occupation and revitalisation of the town centres.



Protect the natural environment.



GENERAL PURPOSE REVENUE

Rates, Grants and Interest Revenues

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS37	Ensure long-term financial sustainability through short, medium and long term financial planning.

This is what we provide

- The issuing of rates and charges in a timely manner.
- Investment of Council's surplus funds to maximise income.
- Means to advocate for appropriate levels of income that are received through the distribution of the Federal grants.

This is how we provide it

- By providing clean local roads while minimising environmental and flooding risks.

This is how we measure it	Target	Actual
To achieve the benchmark return on Council's investments	100%	100%

Statement of commitment

- Income is maximised to achieve best financial outcomes for Council.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.

* Due to COVID-19 Pandemic Council's Community Strategic Plan (CSP) not due until September 2021. Community Engagement program to be completed for 20/21 for the CSP.



GOVERNANCE

Council Services

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS31	Council is focused on innovation and continuous improvement to ensure a high quality of service which is aligned with business needs and Community priorities.
G8 CS34	Community is effectively engaged, can provide opinion and contribute to decisions that plan for the present and future of the Upper Hunter Shire.
G8 CS35	Develop and maintain effective reporting systems that enable Council to measure and report on performance.
G9 CS40	Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the Community Strategic Plan 2027 and to deliver the Community priorities.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- The monitoring and implementation of the Integrated Planning and Reporting (IP&R) Framework.
- Review of Community Strategic Plan every 4 years and review progress 6 monthly.
- Review Delivery Program every 4 years and Operation Plans - annually.
- Council wide continuous service improvement.
- Maintenance enhancement and development of Council reporting systems.
- Review policies, codes and delegations.
- Continued advocacy for State and Federally funded programs, developments and projects that benefit the Shire.

This is how we provide it

- By providing Community leadership and to ensure the delivery of an efficient, effective local government service.
- Through the implementation and monitoring of Council's adopted Fit for the Future proposal.

This is how we measure it	Target	Actual
Completion of the Community Strategic Plan (CSP) 2027 Engagement Survey	100%	0
Preparation of Integrated Planning and Reporting documents, Delivery Program, Operational Plan and Annual Report	100%	80%

Statement of commitment

- We will represent and lead the Community consistent

with the Community priorities and Community strategies identified in the Community Strategic Plan 2027 and our legislative responsibilities.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



HEALTH

Health Services

Community Strategies

G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G4 CS14	Provide efficient and effective advisory, assessment and regulatory services focused on being customer 'friendly', responsive and environmentally responsible.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- Public health education, complaints investigation, inspections of regulated premises and related services.
- Ongoing implementation of requirements of on-site waste disposal legislation and On-site Sewage Management Strategy 2015.
- An inspection program of all on-site waste management systems within the Shire to ascertain their impact on the environment.

This is how we provide it

- By efficiently and effectively administering regulatory functions as required by relevant legislation, regulation and Council policies.
- By providing cost effective management of resources in addressing the priorities of Council.

This is how we measure it	Target	Actual
Number of health inspections undertaken per annum.	120	100
Number of On-site Sewer Management Systems (OSMS) inspections undertaken per annum.	375	477

Statement of commitment

- Committed to protecting public health and the environment.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



HOUSING AND COMMUNITY AMENITIES

Low Income Housing

Community Strategies

G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.

This is what we provide

- Low income housing and allocated emergency accommodation.
- Units that are maintained to a safe and comfortable standard.
- Annual inspections carried out to determine any works that need to be completed.

This is how we provide it

- Provision of safe and comfortable accommodation for people with a low income and for emergency accommodation.
- Partnership with Upper Hunter Homelessness Support Service to provide client case management and supervision of low income units.

This is how we measure it	Target	Actual
Inspected percentage of low income housing 4 times a year.	>90%	100%
Percentage of time tenanted.	>90%	100%

Statement of commitment

- Ensure housing provisions available to the disadvantaged and those in need.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Public Cemeteries

Community Strategies

G4 CS13	Implement and regularly review strategic land use plans, environmental planning instruments and development controls, which reflect the needs and expectations of the broad Community.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- A maintained Council's cemetery facilities and cemetery record database.
- Improved aesthetic impact of cemeteries and facilities.
- Cemeteries monitored in accordance with adopted Cemetery Monument Care Guide.

This is how we provide it

- By the provision of a cost effective and sympathetic cemetery service and facility to the Community.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for cemeteries completed within allocated timeframes.	90%	91%
Percentage of Customer Requests for cemetery maintenance responded to within 14 days	90%	100%

Statement of commitment

- Inspect, maintain and improve Council's cemeteries to agreed frequency.
- Provide plaque service to customers to agreed standard.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Public Conveniences

Community Strategies

G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G6 CS25	Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- Clean, accessible and safe public toilets.

This is how we provide it

- By providing and maintaining public toilets for the local Community and travelling public to a satisfactory and acceptable standard.
- By improving the appearance and presentation of public toilets.

This is how we measure it	Target	Actual
Number of customer requests of unsatisfactory cleanliness of public conveniences annually	10	1

Statement of commitment

- Inspect, maintain and improve public toilet facilities across the Shire.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Street Lighting

Community Strategies

G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G6 CS25	Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.

This is what we provide

- Street lighting that minimises total life cycle costs.
- A service that is able to receive street light enquires from the public and road users and liaise with electricity authorities.

This is how we provide it

- By promoting safe vehicular and pedestrian passage at night with adequate lighting in residential and arterial roads in accordance with Australian Standards.

This is how we measure it	Target	Actual
Number of justifiable complaints received on street lighting per annum.	30	1

Statement of commitment

- Ensure all street lights achieve minimum Australian Standards.
- Request any unserviceable street lights are repaired to agreed standard by provider.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Increase focus on local business, shop occupation and revitalisation of the town centres.




Town Planning

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G3 CS12	Ensure that all actions, decisions and policy response to natural hazards and climate change remain current and reflect capacity, Community expectations and changes in environmental and climate change information.
G4 CS13	Implement and regularly review strategic land use plans, environmental planning instruments and development controls, which reflect the needs and expectations of the broad Community
G4 CS14	Provide efficient and effective advisory, assessment and regulatory services focused on being Customer 'friendly', responsive and environmentally responsible.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G4 CS17	Implement policies to ensure the protection of strategic agricultural lands, equine critical industry clusters, natural resources and heritage.
G5 CS18	Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.
G5 CS20	Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment opportunities for current and future generations.
G5 CS21	Facilitate and provide access to a range of local educational and training opportunities that complements the economy.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G9 CS40	Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the Community Strategic Plan 2027 and to deliver the Community priorities.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.

Community Priorities

	Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.
	Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.
	A stronger economic base to attract and retain residents, particularly our young people.
	Increase focus on local business, shop occupation and revitalisation of the town centres.
	Protect the natural environment.



Town Planning continued

This is what we provide

- Assessment of planning applications.
- Advisory service to the Community, including heritage conservation.
- Preparation of planning proposals, flood studies and associated management plans.
- Issue of Subdivision Certificates and Planning Certificates.
- Review of strategic planning documents.
- Development compliance monitoring.

This is how we provide it

- By the provision of efficient and effective statutory and strategic land use planning services.
- Through providing an ongoing review of the local planning instruments to ensure that they are appropriate for current local and regional circumstances.

This is how we measure it	Target	Actual
Average 10.7 planning Certificate processing time (days)	5	3.38
Average Subdivision Certificates processing time (days)	14	6.83
Median time taken to determine Applications (days)	40	40
Number of development applications lodged per annum	200	183

Statement of commitment

- Land use and development across the Shire will be planned and managed appropriately to ensure a sustainable future.



MINING, MANUFACTURING AND CONSTRUCTION

Building Control

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G3 CS11	Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
G4 CS14	Provide efficient and effective advisory, assessment and regulatory services focused on being Customer 'friendly', responsive and environmentally responsible.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.

This is what we provide

- A building assessment, certification, inspection and advisory services.

This is how we provide it

- By maintaining and enforcing regulatory and compliance controls administered by Council.

This is how we measure it	Target	Actual
Number of construction certificates lodged per annum.	120	109
Median time taken to process construction certificates (days).	14	14

Statement of commitment

- Building control functions provided to meet Community expectations and statutory obligations.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.

*The number of construction certificates received was below target due to a downturn in development and building activity across the local government area.



Quarry Operations

Community Strategies

G6 CS24

Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.

This is what we provide

- Operation of quarries in accordance with relevant regulations and license agreements.
- Ongoing review of Council's gravel production to improve final product.
- Continued review of mine safety management plan.

This is how we provide it

- By effectively and responsibly managing, maintaining and developing Council's quarry operations.
- Through winning, producing and supplying quality road making materials for internal and external works at a competitive cost.
- By the safe operation of Council's quarries to meet legislative requirements.

This is how we measure it	Target	Actual
Target annual production – ensure all construction and maintenance sites have required materials.	90%	97.50%

Statement of commitment

- To operate Council's quarries in accordance with the Mine Safety Management Plan.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire has improved and well maintained roads and bridges.



PUBLIC ORDER AND SAFETY

Animal Control

Community Strategies

G3 CS11	Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
G4 CS14	Provide efficient and effective advisory, assessment and regulatory services focused on being Customer 'friendly', responsive and environmentally responsible.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- Administration of the Companion Animals Act.
- An efficient and effective complaint investigation system relating to companion animals and stock.
- An emergency-only after-hours animal control service.

This is how we provide it

- By monitoring and enforcing NSW Acts and Regulations and Council's policies in the areas of animal and stock control, impounding, and other regulatory functions.

This is how we measure it	Target	Actual
Number of companion animals impounded.	130	167
Percentage of impounded animals released or re-homed.	80%	81%
Percentage of urgent customer complaints/inquiries responded to within 24 hours.	90%	100%

Statement of commitment

- Animal control functions provided to the Community at levels that meet their expectations.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Protect the natural environment.



Emergency Services

Community Strategies

G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G3 CS12	Ensure that all actions, decisions and policy response to natural hazards and climate change remain current and reflect capacity, Community expectations and changes in environmental and climate change information.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- Disaster and emergency management including convene meetings of the Upper Hunter Emergency Management Committee.
- Ongoing review of Council's responsibilities in relation to emergency services.
- Support to emergency operations in consultation with other agencies.

This is how we provide it

- By maintaining an efficient and effective local emergency system for the protection of life and property.
- Ensuring appropriate integration of emergency services activities in accordance with the State Emergency Management and Rescue Act.
- By providing adequate assistance to SES and VRA.
- By providing appropriate emergency management facilities

This is how we measure it	Target	Actual
Disaster and Emergency Management protocols maintained.	100%	100%

Statement of commitment

- Undertake review of Emergency Risk Management process for natural, biological and technological hazards within the Shire.
- Update of EMPLAN and operating procedures in accordance with State guidelines.
- Undertake emergency management exercises and training.
- Participation in regional activities by arranging Local Emergency Management Committee meetings.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Protect the natural environment.



Fire Service Levy and Fire Protection

Community Strategies

G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- Support the Rural Fire Service and provide commitment to the Volunteer Fire Service network.
- Implementation of Council's responsibilities under the Liverpool Range Zone Service Level Agreement (SLA) and Service Delivery Model (SDM).
- Input and support to development of bushfire planning and mapping activities within the Shire area.
- Participation in required disaster planning management and training exercises.

This is how we provide it

- By encouraging local representation and autonomy of volunteer brigades.
- By providing Council resources in event of emergencies.
- By providing support to the Liverpool Range zone in regard to the upkeep of bushfire equipment.

Statement of commitment

- Update EMPLAN and operating procedures in accordance with State guidelines.
- Develop Local Emergency Operations centres in cooperation with Rural Fire Service (RFS).
- Continue to undertake plant maintenance and services to support RFS in line with Service Level Agreement.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Protect the natural environment.



Local Government Regulation Enforcement

Community Strategies

G4 CS14	Provide efficient and effective advisory, assessment and regulatory services focused on being customer 'friendly', responsive and environmentally responsible.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- An efficient and effective complaint investigation system relating to abandoned vehicles and articles, overgrown properties and other nuisance complaints.
- A monitoring and inspection service for private swimming pool barriers.
- Enforcement of environmental legislation.

This is how we provide it

- By enhancing the quality of the environment and public health, planning and building standards, through ensuring compliance with relevant legislation and approvals.
- By providing regulatory and compliance controls administered by Council.

This is how we measure it	Target	Actual
Number of inspections of private swimming pools per annum	150	142
Percentage of customer complaints/inquiries for Local Government Enforcement responded to within 48 hours	90	100

Statement of commitment

- Regulation enforcement functions provided to meet Community expectations and statutory obligations.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.

*The number of swimming pool inspections was below target due to staff vacancies



RECREATION AND CULTURE

Community Centres and Halls

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS2	Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.

This is what we provide

- Enhancement and maintenance of current facilities in accordance with asset maintenance schedule and requests.
- Safe and accessible facilities as a meeting place for the Community.
- Subsidised facilities in accordance with Council policy and as per Council's adopted fees and charges.
- Partnerships between organisations co-located in the building.

This is how we provide it

- By providing and maintaining public halls for the use of the Community for social, recreational, educational and cultural activities.
- Through asset refurbishment of facilities to ensure they meet requirements of Community.

This is how we measure it	Target	Actual
Number of bookings per annum.	595	527

Statement of commitment

- Public halls and facilities are provided and maintained for the use of the Community for social, recreational, educational and cultural activities.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Cultural Services

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G2 CS6	Support existing education facilities and enhance learning opportunities.
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G2 CS8	Provide information and opportunities for everyone, especially those that are disadvantaged to participate fully in our Community life.
G2 CS9	Value our heritage and cultural diversity, celebrating together and fostering creativity.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- The facilitation of cultural partnerships with the Community.
- The facilities to work with target groups in the Community to initiate culturally appropriate activities.
- Facilitation and management of Community cultural events and activities.
- Partnership to develop a sub-regional cultural plan and implement Upper Hunter Shire Cultural Plan.

This is how we provide it

- By promoting and financially supporting cultural activities in the Shire and encourage civic pride.
- By promoting citizenship and celebrating Australia Day and other national days as appropriate to Upper Hunter Shire Community.

This is how we measure it	Target	Actual
Number of cultural community activities facilitated annually	25	56

Statement of commitment

- To support and encourage participation in cultural activities in our communities.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Museums

Community Strategies

G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G2 CS9	Value our heritage and cultural diversity, celebrating together and fostering creativity.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- Enhancement and maintenance of current museum facilities in accordance with asset maintenance schedule and requests.

This is how we provide it

- By providing and maintaining suitable space for the display, preservation and storage of items of historical and cultural importance to the local areas.

Statement of commitment

- Museums are provided and maintained for the use of the Community for social, recreational, educational and cultural activities.
- Facilities are functional and historic items are safely preserved, displayed and housed.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Other Sport and Recreation

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G2 CS8	Provide information and opportunities for everyone, especially those that are disadvantaged to participate fully in our Community life.

This is what we provide

- Strategies to increase people’s awareness of sporting organisations within the LGA
- Promotion of sporting activities and healthy lifestyles within the Shire.
- Initiatives to introduce new recreational opportunities within the Shire.

This is how we provide it

- By providing educational, recreational and sporting opportunities for residents and visitors.
- By ensuring that Upper Hunter Shire residents and visitors have the opportunity to participate in a diverse range of sporting and passive recreational pursuits.

This is how we measure it	Target	Actual
Number of network meetings where Council is represented that support recreational activities in the shire	10	37
Number of sports activity days in school holidays	25	28
Number of sports development and participation programs per annum including school activities	25	71

Statement of commitment

- Continued focus on increasing sports participation within the LGA.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Parks and Gardens

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

This is what we provide

- A parks and open space maintenance program across Council.
- A program to upgrade or replace parks and playground equipment to meet safety standards.

This is how we provide it

- By providing quality open spaces, parks and reserves that are suitable and accessible for the Community.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for parks and open space completed within allocated timeframes	90%	90%
Number of customer requests of unsatisfactory cleanliness and maintenance condition of parks and open space annually	35	25

*Parks and Gardens Service Improvement is continuing

Statement of commitment

- Maintain all Council's passive parks to agreed standards.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Public Libraries

Community Strategies

G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G1 CS4	Facilitate partnerships which create and support a safe, inclusive and caring Community.
G2 CS6	Support existing education facilities and enhance learning opportunities.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.

This is what we provide

- Library services that meet the requirements of the Community.
- Management of library buildings and maintenance.
- Management of library agreement between the Upper Hunter Shire Council and Muswellbrook Shire Council.

This is how we provide it

- By providing an effective accessible library service for recreational and informational needs of the residents.

This is how we measure it	Target	Actual
Library operating costs per capita (13,754 population)	\$50.50	\$40.10
Library operating costs per loan	\$22.00	\$22.28
Number of Library loans annually	33,000	30,279
Number of Library members	3,800	4,777
Number of Library technology users annually	5,040	2,453
Number of Library visits per annum	51,600	39,357
Number of new Library members annually	240	446

Statement of commitment

- To provide high quality, accessible library facilities and services.
- To investigate opportunities to enhance library facilities.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council to support and provide Community services which promote health wellbeing and the celebration of culture.



Sporting Grounds and Venues

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G6 CS25	Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- Maintained sporting grounds and venues.
- Resources to seek grants for the development of sporting and recreational facilities through government and private sources.

This is how we provide it

- By providing high-quality sporting grounds and venues suitable and accessible to all.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for sporting grounds and venues completed within allocated timeframes	90%	75%
Number of customer requests of unsatisfactory ground condition of sporting grounds annually	12	2

Statement of commitment

- All Council's sporting grounds and venues are maintained to agreed standards with the community.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Swimming Pools

Community Strategies

G1 CS1	Advocate for, develop and implement programs, services and facilities for our ageing Community.
G1 CS3	Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
G2 CS7	Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.

This is what we provide

- Swimming pools that are well maintained.
- Management of lease contracts for all pools.
- Compliance with water safety legislation and best practice guidelines.
- A service that is supportive of providing affordable access to residents.

This is how we provide it

- By providing recreational facilities for the Upper Hunter Community, which are operated in a safe, efficient and effective manner.

This is how we measure it	Target	Actual
Percentage of time pools open during the season	90%	96%

Statement of commitment

- Provide adequate facilities that are safe and friendly.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



TRANSPORT AND COMMUNICATION

Aerodrome

Community Strategies

G5 CS18	Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.
G5 CS19	Encourage retail and commercial business to locate and prosper within our Shire.
G5 CS20	Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment opportunities for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- An airport where regular and statutory inspections are undertaken and identified issues addressed promptly to meet Civil Aviation Safety Authority (CASA) requirements.
- A well maintained airport, grounds and facilities.
- A facility to attract additional air industries to relocate to Scone Airport.

This is how we provide it

- By providing a CASA approved airport that caters for private and commercial aviation operators.

This is how we measure it	Target	Actual
Number of aircraft movements (landings) per year	5,000	7,586

Statement of commitment

- To provide an airport that meets the needs of existing and future aviation related industries.

Community Priorities



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



A stronger economic base to attract and retain residents, particularly our young people.



Increase focus on local business, shop occupation and revitalisation of the town centres.



Increased and innovative tourism and visitor opportunities.



Bridges – Local

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G7 CS27	Maintain and upgrade the road network and bridges.
G7 CS28	Increased Community engagement and updates on infrastructure planning, road priorities, works and improvements.
G7 CS29	Advocate, facilitate and/or provide traffic management and public transport facilities to meet the needs of the Community.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- A well maintained Council's bridge network.
- Preventative maintenance work with increased effectiveness.

This is how we provide it

- By undertaking bridge maintenance and construction works to Council standards and specifications, so as to improve safety and minimise future expenses.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for Local Bridges completed within allocated timeframes	90%	87%
Inspect timber bridges annually on Local Roads	90%	100%
Number of customer requests received concerning condition of bridge network	20	13

Statement of commitment

- All bridges to be inspected and maintained in accordance with industry standards and specifications.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire has improved and well maintained roads and bridges.



Footpaths and Cycleways

Community Strategies

G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.

This is what we provide

- Ongoing assessment of cycleways and paved footpaths in accordance with Council's Inspection, Evaluation and Maintenance of Footpaths/Cycleways Policy.
- Well maintained cycleways, paved and unpaved footpaths.

This is how we provide it

- By providing and maintaining a cycleway / footpath network that will contribute to the accessibility, safety and amenity of streets in Council's towns and villages.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for footpaths and cycleways completed within allocated timeframes	90%	75%
Number of customer requests received concerning unsafe conditions of concrete footpath surfaces	10	10

Statement of commitment

- To provide and maintain a safe cycleway and footpath network across Council.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Increase focus on local business, shop occupation and revitalisation of the town centres.



RMS - State Roads

Community Strategies

G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- A workforce able to undertake maintenance and construction works on State Highway No.27 (Golden Highway).
- The ability to actively pursue work orders to improve the quality of the Golden Highway and maximise the safety of the road users.

This is how we provide it

- By maintaining a skilled workforce so as to remain a core service provider to the RMS.
- By demonstrating that we provide a value for money service to the RMS.

This is how we measure it	Target	Actual
Average days after end of month contract claim lodged with RMS	15	9.17
Percentage of operational maintenance and works orders projects on state roads completed	90%	90%

Statement of commitment

- As per RMS Road Maintenance Council Contract works schedule.

Community Priorities



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire has improved and well maintained roads and bridges.



Roads - Local

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G7 CS27	Maintain and upgrade the road network and bridges.
G7 CS28	Increased Community engagement and updates on infrastructure planning, road priorities, works and improvements.
G7 CS29	Advocate, facilitate and/or provide traffic management and public transport facilities to meet the needs of the Community
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- Increase effectiveness of preventative maintenance work as part of maintenance management works practices.
- By undertaking road maintenance and construction works to Council standards and specifications, so as to improve safety and minimise future expenses.

This is how we provide it

- By undertaking road maintenance and construction works to Council standards and specifications, so as to improve road safety and minimise future expenses.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for local roads completed within allocated timeframes	90%	79%
Length of gravel unsealed pavement network inspected	970.00km	1,151.15km
Length of local road sealed network resealed (26kms)	26.00km	26.00km
Length of sealed pavement network inspected	460.00km	403.79km
Length of unsealed grading completed	1,154.00km	756.70km

Statement of commitment

- All roads will be inspected and maintained in accordance with industry standards and specifications.

Community Priorities



A stronger economic base to attract and retain residents, particularly our young people.



Increase focus on local business, shop occupation and revitalisation of the town centres.



Upper Hunter Shire has improved and well maintained roads and bridges.



Protect the natural environment.



Roads - Regional

Community Strategies

G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G7 CS27	Maintain and upgrade the road network and bridges.
G7 CS28	Increased Community engagement and updates on infrastructure planning, road priorities, works and improvements.
G7 CS29	Advocate, facilitate and/or provide traffic management and public transport facilities to meet the needs of the Community.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- A well maintained regional urban rural sealed and unsealed road networks.
- Increased effectiveness of preventative maintenance work as part of maintenance management works practices.
- A venue to continue to lobby for increased road funding.
- Construction and quality specifications for road construction.

This is how we provide it

- By undertaking road and bridge maintenance and construction works to Councils standards and specifications so as to improve road safety and minimise future expenses.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for regional roads and bridges completed within allocated timeframes	90%	90%
Length of regional networks road pavement (174kms) inspected	174km	386.90km
Length of regional road network resealed	12km	12km

Statement of commitment

- All roads and bridges to be inspected and maintained in accordance with industry standards and specifications..

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



A stronger economic base to attract and retain residents, particularly our young people.



Upper Hunter Shire has improved and well maintained roads and bridges.



Transport Ancillaries

Community Strategies

G7 CS27	Maintain and upgrade the road network and bridges.
G7 CS28	Increased Community engagement and updates on infrastructure planning, road priorities, works and improvements.
G7 CS29	Advocate, facilitate and/or provide traffic management and public transport facilities to meet the needs of the Community.
G8 CS33	Utilise emerging innovative communication technologies and techniques to increase awareness of Council's activities and services.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- Management support to the Traffic Committee.
- Inspection and maintenance of traffic and street signs and pavement markings.
- Assessment of street trees and road side furniture in accordance with Council's Maintenance and Inspection Best Practice procedures.
- Town Revitalisation Plans implementation.

This is how we provide it

- By promoting traffic and pedestrian safety by the provision and maintenance of regulatory and advisory signage and pavement markings.
- By maintaining street furniture.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for transport ancillaries completed within allocated timeframes	90%	83%
Maintenance of identified traffic signs and line marking completed annually	90%	90%

Statement of commitment

- Signs will be changed on an average of 15 year cycle and pavement markings will be repainted as required.
- Transport service assets will be maintained to acceptable standards.

Community Priorities



Rural lifestyle and country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.



Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.



Upper Hunter Shire Council is an effective and efficient organisation, focusing on Community engagement, action and response.



Upper Hunter Shire has improved and well maintained roads and bridges.



Increase focus on local business, shop occupation and revitalisation of the town centres.



WATER SERVICES

Water Services

Community Strategies

G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G6 CS26	Provide safe and reliable water and sewerage services to meet the demands of current and future generations.
G9 CS41	To participate and encourage regional coordination and planning between councils and other organisations.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- Supply and maintenance of reticulated potable water supplies.
- A water quality monitoring service to safeguard the public health as per NSW Health requirements.
- Asset replacement and renewal program.
- Continued investigations into requirements to ensure that an adequate water supply can be maintained into the future.
- An Integrated Water Cycle Management strategy (IWCM).

This is how we provide it

- By providing an adequate and secure potable water supply to recognised standards in defined areas on a cost effective basis.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for water services completed within allocated timeframes	90%	94.92%
Number of complaints of poor water quality	5	9
Water Asset renewal as a percentage of depreciation	100%	1,187.59%*

Statement of commitment

- To provide a suitable water supply that meets the demands of the users and the requirements of the Australian Drinking Water Guidelines.

Community Priorities



Reliable and safe water supply.

*Well above target due to major capital works projects.



SEWAGE SERVICES

Sewage Services

Community Strategies

G3 CS10	Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
G3 CS11	Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
G4 CS15	Plan, facilitate and provide for a changing population for current and future generations.
G4 CS16	Provide efficient and effective waste and recycling services and support improved waste minimisation and recycling practices.
G6 CS24	Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management.
G8 CS30	Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.
G9 CS42	Provide timely and effective advocacy and leadership on key Community issues and priorities.

This is what we provide

- Well maintained sewerage network systems.
- Improved effluent quality for discharge and recycling.
- Elimination of discharge of fats and greases into the reticulation system.
- Reduced infiltration and inflow into reticulation system.
- Sewerage schemes that meet licence requirements.
- Ongoing approval and inspection process for trade waste management across the shire.

This is how we provide it

- By maintaining sewerage systems for the transportation and treatment of sewage to meet licence requirements.
- By implementing long-term asset replacement strategy.

This is how we measure it	Target	Actual
Delivery of funded capital work priorities for sewer services completed within allocated timeframes	90%	89.91%
Number of customer complaints regarding sewerage services	12	3
Percentage of sewage volume treated that was compliant	99%	100%
Percentage of treated effluent recycled (Scone STP)	90%	100%
Sewer Asset renewal as a percentage of depreciation	90%	134.40%

Statement of commitment

- Continue to provide efficient sewerage systems for Scone/ Aberdeen, Murrurundi and Merriwa that meet both the health standards and the demands of the users.
- Legislative reporting and license requirements are met as required.
- To provide an efficient sewerage system for Cassilis.

Community Priorities



Reliable and safe water supply.



Increase focus on local business, shop occupation and revitalisation of the town centres.



STATUTORY STATEMENTS

The following Statutory Statements are required by such instruments as Local Government (General) Regulation 2005 – REG 217 and other NSW Government Acts. The relevant clause is highlighted beside each report.

CLAUSE 217 (1) (A)

Overseas Travel Undertaken by Mayor, Councillors and Staff

There was no overseas travel by the Mayor, any Councillor or staff member in 2019-2020

CLAUSE 217 (1) (A1)

Mayoral and Councillors' Fees and Provision of Facilities

Council's policy identifies the expenses that will be paid and the provision of facilities to the Mayor and Councillors in relation to discharging the duties of civic office. The policy was adopted on 16 December 2019 and review is required within the first 12 months of each Council term.

Our policy recognises that the Mayor and Councillors, in performing their civic functions, are entitled to be provided with certain facilities and be reimbursed for expenses noted in the policy. The policy can be read and downloaded from Council's website at www.upperhunter.nsw.gov.au

Council is required under Clause 217 (1) (a1) of the Local Government Act 1993 to pay an annual allowance to

the Mayor and Councillors. The following is a summary of the expenses incurred in performing the functions of the Mayor and Councillors and associated allowances.

Councillor Training and Provision of Skill Development

A variety of training was provided to Councillors in 2019/2020, including:

Councillor Governance Workshop (17 September 2019) - Code of Conduct, Code of Meeting Practice and Professional Development (7 of 9 Councillors in attendance)

Audit Risk & Improvement Committee Workshop (17 October 2019) - 1 of 9 Councillors in attendance.

Financial Issues in Local Government Workshop (31 October 2019) – 1 of 9 Councillors in attendance.

Allowances	
Mayoral allowance	\$37,938
Councillors' fees and allowances	\$96,807
Councillors' expenses (see below)	\$28,202
Total Allowances	\$162,947
Expenses	
Advertising	\$175
Telephone/Internet	\$2,807
Conferences/Seminars	\$643
Training	\$5,089
Interstate visits	\$0
Intrastate travel	\$2,526
Overseas visits	\$0
Partners' expenses	\$0
Childcare	\$0
Catering	\$3,880
Events/Ceremonies	\$729
Mayoral & Councillor Vehicle allowances	\$12,353
Total Expenses	\$28,202



Part 5 - Statutory Statements

CLAUSE 217 (1) (A2)

Major Contracts

Council must report the details of each contract awarded that exceeds \$250,000.

Project or Service	Successful Supplier or Contractor	Financial Year Tender Let	Term of Type of Contract	Total Contract Value (Inc GST)
Kerbside Waste Collection Services	JR and EG Richards Pty Limited T/A JR Richards	2018	14 years waste	\$value unknown*
Kerbside Waste Collection Services	JR and EG Richards Pty Limited T/A JR Richards	2018	5 years recycle	\$value unknown*
Supply of Regional Code of Code Review Services	Various – Vendor Panel List	2018	4 years	\$value unknown*
Supply and delivery of Road Base Materials	Hebden Quarries Pty Limited	2018	2 years with 1 year option	\$value unknown*
Provision of Commercial Cleaning Services	TJS Services Group Pty Limited	2018	2 years with 1 year option	\$value unknown*
Supply and Delivery of Road Surfacing	Various-Vendor Panel List	2019	3 years plus 1 year option	\$value unknown*
Supply and Installation of Supply Only of Road Safety Barrier Systems	Various-Vendor Panel List	2019	2 years plus 1 year option	\$value unknown*
Supply and Delivery of Electricity for Non-Contestable Sites (Small Consumption)	Next Business Energy	2019	2 years	\$value unknown*
Supply and Delivery of Electricity for Contestable Sites (Large Consumption)	Origin Energy	2019	2 years	\$value unknown*
Supply and Delivery of Electricity for Street Lighting	Simply Energy	2019	2 years	\$value unknown*
Management of Scone, Murrurundi and Merriwa Swimming Pools	Lifeguarding Services Australia	2020	Extension of 1 year	\$368,783
Supply and Delivery of 3 Caterpillar 15/16 tonne Self Propelled Smooth DNM Rollers	Westrac	2020	Quoted	\$544,358
Design of Village Reticulation	ADW Johnson Pty Ltd	2020	Lump Sum	\$275,940
Design and Construct replacement of Omadale Brook Bridge	Waeger Constructions Pty Ltd	2020	Lump Sum	\$1,134,650
Design and Construct Cricket Nets at Bill Rose Sports Complex	Gabba Sporting Products	2020	Lump Sum	\$275,584



Part 5 - Statutory Statements

Project or Service	Successful Supplier or Contractor	Financial Year Tender Let	Term of Type of Contract	Total Contract Value (Inc GST)
Supply and Delivery of Passengre, Truck and Earthmover Tyres	Bridgestone Australia Ltd	2020	2 years with 1 year option	\$value unknown*
Supply and Delivery of Water Meters	Elster Metering	2020	2 years with 1 year option	\$value unknown*
Supply and Delivery of Bulk Cationic Bitumen CRS	Fulton Hogan	2020	2 years with 1 year option	\$value unknown*
Provision of Road Stabilising	Various-Vendor Panel List	2020	2 years with 1 year option	\$value unknown*
Supply and Delivery of Ductile Iron Cement Lined Pipes	Cadia Group	2020	2 years with 1 year option	\$value unknown*
Supply and Delivery of Bulk Water Treatment	Ixom Operational Pty Ltd and Omega Chemicals	2020	2 years with 1 year option	\$value unknown*
Supply and Delivery of Bulk Fuel	Maxi-Tankers Pty Ltd	2020	2 years with 1 year option	\$value unknown*

*Schedule of Rates refers to 'supply and charge with no maximum or minimum quantity' as required, anticipated to be in excess of \$250,000.



Part 5 - Statutory Statements

CLAUSE 217 (1) (A3)

Legal Proceedings

The table that follows provides a summary of the amounts incurred by Council in relation to legal proceedings taken by and or against Council during the period 1 July 2019 to 30 June 2020.

Workers compensation and other employment matters, public liability and professional indemnity claims are not included in the summary.

Council recovered \$38,975 in legal costs which was passed onto relevant debtors.

Category/ Legal Matter	Status/ Comments	Costs
Planning matters	Finalised for the year	\$15,399
General legal advice	Not applicable	\$115,922
Rates/water recovery action	Finalised for the year	\$45,824
Total		\$177,145

CLAUSE 217 (1) (A4)

Works on Private Land

The following summary relates to private works undertaken by delegated authority or resolution of Council. Private works are neither fully nor partially subsidised by Council. There were no specific resolutions in regard to Private Works by Council during 2019/2020.

Nature of Work	Costs	
Bitumen sealing and repairs	\$23,768	
Water connections / repairs / other	\$51,783	
Private rural road repairs	\$21,656	
Plant hire	\$5,872	
Sewer	\$6,140	
Rural Road Grid Signs	\$9,955	
Contract Works	\$35,154	
Other	\$1,549	
Total		\$155,877

CLAUSE 217 (1) (A5)

Financial Assistance

Council is required to report the total amount contributed or otherwise granted under section s356 of the Local Government Act. During 2018/19, Council made available the following financial assistance:

- Council provided hardship rate relief and rates donations under s601 and s356 of the Local Government Act 1993 amounting to: **\$2,052**
- Council provided the following concessions, relief from rates and charges.

Pensioner concessions	General	\$254,475
	Water	\$73,139
	Sewer	\$68,757
Postponed rates		\$1,302
Small debts		\$715
Conservation agreement		\$13,864
Total		\$412,252

- Council provided donations and support for numerous organisations and individuals during the year for the following programs:

Cultural activities and grants	\$32,392	
Community groups	\$45,676	
School & Education	\$9,250	
Sporting groups & representations	\$6,250	
Total		\$93,568



CLAUSE 217 (1) (A6)

External Bodies Exercising the Functions of Council

Council must report all external bodies that exercised functions of the Council. The Upper Hunter Weeds County Council and the Mid North Weight of Loads were the only external bodies which exercised functions delegated by Council.

CLAUSE 217 (1) (A7)

External Bodies of Which Council Has Controlling Interests

Council must report on all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council (whether alone or in conjunction with other councils) held a controlling interest during the reporting period. In 2019/2020 this was Strategic Services Australia Ltd.

Hunter Joint Organisation Group Entities

The Hunter Joint Organisation group is the hub for local government collaboration, which strengthens our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over sixty years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.

There are four key entities creating and operating as part of the current enterprise offering:-

- Hunter Joint Organisation – a statutory body under the Local Government Act 1993 (NSW), established in 2018 to identify, advocate for and collaborate on

regional strategic priorities for the Hunter.

- Strategic Services Australia Limited (and its wholly owned subsidiary Hunter Councils Legal Services Limited) – are companies limited by guarantee under the Corporations Act 2001 (Cth) and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through its five divisions; Local Government Training Institute, Local Government Legal, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land), and the Environment Division (which delivers a regional environmental management program on behalf of both member councils from the Hunter region and Central Coast Council).
- Hunter Councils Incorporated - an incorporated association under the Associations Incorporation Act 2009 (NSW) that holds property assets for the Hunter Joint Organisation group.

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

CLAUSE 217 (1) (A8)

External Bodies in Which Council Has Participated

Council must report on all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council participated during that year. Other than indicated above, Council has not participated in any external body.

Council participated in the following external bodies:

- Destination NSW & Destination Sydney Surrounds North
- Local Buying Foundation Advisory Committee (Division of BHP)
- Murrurundi King of the Ranges
- NSW Food Authority
- NSW Water Directorate
- Regional Library Network
- Scone Chamber of Commerce
- Scone Literary Festival
- Service NSW
- The Business Centre
- Upper Hunter Country Tourism
- Upper Hunter Water Utilities Alliance



CLAUSE 217 (1) (A9)

Equal Employment Opportunities (EEO) Activities

Council is committed to continually strive to develop an equitable and diverse workforce which is representative of our community and the region as a whole.

Council has and continues to implement the strategies outlined in the EEO Management Plan including the following:

- Providing training and education to all staff on EEO principles and requirements.
- Conducting detailed analysis of employee engagement and exit surveys to assist to identify any potential EEO issues.
- Update of all staff job descriptions to ensure they clearly define EEO responsibilities.
- Improved data collection by amending employment forms and developing a system for effective data collection and reporting.
- Review of Council's higher duties administrative principle to ensure that higher duties and secondment positions are assigned in accordance with EEO principles

Council's workforce management plan analyses Council's current workforce and develops strategies to ensure that Council has the right number of people with the right skills in the right jobs at the right time. Strategies have been developed to ensure a focus on workplace equity and diversity those that have been implemented this year include:

- Annual analysis of Council's current workforce against the community profile.

- Improved data collection by amending employment forms and developing a system for effective data collection and reporting.
- Ensuring that HR practices are regularly updated to ensure that they are free from discrimination and equitable for all employees.

Council has been pleased to see an increase in the diversity of our workforce which remains reflective of the community profile. This has included an increase in staff numbers from a non-English speaking background.

Council's workforce has continued to maintain an encouraging equal participation rate of males and females, with a good cross section of age groups throughout the workforce.

Council's Consultative Committee deals with all matters relating to EEO policy and procedures. This committee meets every 6 weeks and have been proactive in providing input into EEO matters.

CLAUSE 217 (1) (B) AND (C)

General Manager Salary

Section 332 of the Local Government Act 1993 provides the definition of senior staff. At 30 June 2020 the General Manager's remuneration package was:

Salary Component	\$266,155
Bonus/Performance	\$0
Employee's Contribution to Super	\$23,329
Non-Cash Benefits	\$8,000
Fringe Benefits Tax	\$8,964
Total	\$306,448

The only identified senior staff in 2019/2020 is the General Manager. Clause 217 (1) (e)

Annual Charge for Stormwater Management

Council has been levying an annual charge for stormwater management services for a number of years. The charge is being used to increase the level of stormwater projects above those previously funded under the general rate.

The annual charge raises \$97,785 for stormwater projects within the Shire each year.

CLAUSE 217 (1) (E1)

Annual Charge for Coastal Protection

Not applicable to Upper Hunter Shire.

CLAUSE 217 (1) (F)

Companion Animals Act Reporting

Council provides an annual return to the Office of Local Government on activities to enforce and ensure compliance with the Companion Animals Act and Regulations, including lodgement of pound data collection returns. Council also reports information on an incident-by-incident basis related to dog attacks.

The Animal Control expenditure for the 2019/20 financial year was \$169,478 which was a 5.4% decrease on the previous year which included costs associated with the engagement of a contract ranger as a result of ongoing recruitment issues experienced during 2019/20. The majority of this expenditure can be attributed to companion animals.

Ongoing community education through various forms of media has promoted responsible pet ownership and



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plays an important role in reducing the number of stray and unwanted animals.

Council has also resolved to desex all cats prior to rehoming from shelter at Council's expense.

Council continues to work with rescue and rehoming organisations to prevent the euthanising of animals with behavioural issues.

Advertising of animals that may be suitable for rehoming is undertaken via contact with local vets, media advertising, including social media, and response to requests from the community for pets. Council continues to work with registered rehoming organisations in an effort to reduce the numbers of euthanised animals.

The number of animals being euthanised has decreased significantly relative to previous years due to ongoing work with animal rescue groups such as Dog Rescue Newcastle, Cat Rescue as well as specific breed rescue agencies.

Council maintains a total of four (4) off-leash areas throughout the Upper Hunter Shire with one in each of the main centres of Aberdeen, Merriwa, Murrurundi and Scone. A review of the off-leash areas is currently being undertaken by Council to identify possible upgrades.

Animal Control revenue was approximately \$24,947 of which \$14,597 was attributable to Companion Animal Registrations and renewals.

Dog and cat related enquiries were relatively consistent to the previous year with a total of 308 customer requests recorded during 2019/2020.

Swimming Pools Act Reporting

Council provides details of inspections of private

swimming pools under the Swimming Pools Act (SP Act) 1992, s 22F (2) and Swimming Pools Regulation 2018 (SP Reg) cl 23.

The Swimming Pools inspection expenditure for the 2019/20 financial year was \$33,778 of which Council received \$15,739 in revenue.

Total inspections for 2019/2020	142
Inspection of tourist and visitor accommodation.....	0
Inspections for premises with more than 2 dwellings....	0
Issue of certificate of Compliance	59
Issue of Certificate of Non-Compliance	1

Recovery and Threat Abatement Plans

The Fisheries Management Act 1994, s220ZT(2) requires Councils to report on actions taken to implement measures as to the state of the environment when Council is identified in a Recovery and Threat Abatement Plan as responsible for implementation. Council was not identified in 2019/2020 in a Recovery and Threat Abatement Plan.

Government Information (Public Access) Act 2018

CLAUSE 8(A)

Review of Proactive Release Program

Under s7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

- Reviewing all formal applications and determining if the information sought should be released proactively in the future;
- Reviewing all informal requests and determining if the information should be released proactively in the future;
- Monitoring matters raised by staff and determining if the information should be released proactively in the future.

During the reporting period, we reviewed this program by ensuring there is an ongoing monitoring program of all applications/requests for information whether they were formal, informal or other requests. This program also includes information from Council officers with respect to the information they are producing.

As a result of this review. Council has not added any additional information to the proactive release provision.

During this period, Council processed 9 formal requests for information.

Council's Agency Information Guide was reviewed, and copies can be obtained from Council's offices



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located in Merriwa, Murrurundi and Scone or can be downloaded from Council's website upperhunter.nsw.gov.au.

The Agency Information Guide provides details of what information Council holds and how you can obtain access.

Visit Council's website to access the appropriate form or for further information contact Council's Administration Centres on 02 6540 1100.

CLAUSE 8(B)

Number of Access Applications Received

During the reporting period, Council received a total of 9 formal access applications (including withdrawn applications but not invalid applications).

CLAUSE 8(C)

Schedule 1: Information on Number of Refused Applications

During the reporting period, Council refused 1 formal access application.



CLAUSE 8(D)

Schedule 2: Statistical information about access applications to be included in annual report

Table A: Number of Applications by Type of Applicant and Outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse To Deal with Application	Refuse to Confirm/ Deny Whether Information is Held	Application Withdrawn	Total	% of Total
Media	2	0	0	0	0	0	0	0	2	22%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	4	0	0	0	0	0	1	5	56%
Members of the public (other)	1	0	1	0	0	0	0	0	2	22%
Total	3	4	1	0	0	0	0	1	9	
% of Total	33%	44%	11%	0%	0%	0%	0%	11%		

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



Table B: Number of Applications by Type of Application and Outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny Whether Information is Held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	3	4	1	0	0	0	0	1	9	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	3	4	1					1	9	
% of Total	33%	44%	11%	0%	0%	0%	0%	11%		

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



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Table C: Invalid Applications

Reason for Invalidity	No of Applications	% of Total
Application does not comply with formal requirements (s41 of the Act)	0	0
Application is for excluded information of the agency (s43 of the Act)	0	0
Application contravenes restraint order (s110 of the Act)	0	0
Total number of invalid applications received	0	0
Invalid applications that subsequently became valid applications	0	0
Total	0	

Table D: Conclusive Presumption of Overriding Public Interest Against Disclosure: Matters Listed in Schedule 1 of Act

	No. of Times Consideration Used*	% Total
Overriding secrecy laws	0	0
Cabinet information	0	0
Executive Council information	0	0
Contempt	0	0
Legal professional privilege	4	100%
Excluded information	0	0
Documents affecting law enforcement and public safety	0	0
Transport safety	0	0
Adoption	0	0
Care and protection of children	0	0
Ministerial code of conduct	0	0
Aboriginal and environmental heritage	0	0
Total	4	

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



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Table E: Other Public Interest Considerations Against Disclosure: Matters Listed in Table to s14 of Act

	No. of Times Consideration Used*	% of Total
Responsible and effective government	1	50%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	50%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	2	

Table F: Timeliness

	No. of Times Consideration Used*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	9	100%
Decided after 35 days (by agreement with applicant)	0	0
Not decided within time (deemed refusal)	0	0
Total	9	

Table G: Number of Applications Reviewed Under Part 5 of the Act (by type of review and outcome)

	Decision Varied	Decision Upheld	Total	% of Total
Internal review	1	0	1	20
Review by Information Commissioner*	2	0	2	40
Internal review following recommendation under s93 of Act	2	0	2	40
Review by NCAT	0	0	0	0
Total	5	0	5	100
% of Total	100	0		



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Table H: Applications for Review Under Part 5 of the Act (by type of applicant)

	No. of Applications for Review	% of Total
Applications by access applicants	0	0
Applications by persons to whom information the subject of access application relates (see s54 of the Act)	0	0
Total	0	

Table I: Applications Transferred to Other Agencies

	No. of Applications for Review	% of Total
Agency – initiated Transfers	0	0
Applicant – initiated Transfers	0	0
Total	0	

Public Interest Disclosures

Section 31 of the Public Interest Disclosures Act 1994 requires Council to report on the number of disclosures received and to what the disclosures related. The summary of disclosures as reported to the NSW Ombudsman is shown in the next column:

Statement	No. Made By Public Officials Performing Their Day to Day Functions	No. Under a Statutory or Other Legal Obligation
No. of public interest disclosure received by your public authority	0	0
No of public office who made public interest disclosures to your public authority	0	0
No of public interest disclosures received, how many were primarily about:		
- Corrupt conduct	0	0
- Maladministration	0	0
- Serious and substantial waste	0	0
- Government information contravention	0	0
- Local government pecuniary interest contravention	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting Period	0	0
Have you established an internal reporting policy?	Yes	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes	Yes

Staff have been made aware through:

- Policy briefing from senior managers
- Links on intranet site
- Messages in staff newsletters
- Training provided to new staff during induction



Condition of Civil Assets

Special Schedule 7 of Council's audited financial accounts contains details of the condition ratings of civil assets. The section headed Capital Works in this report contains Council's completed capital works for 2018/2019.

Planning Agreements

The Environmental Planning and Assessment Act 1979 s7.5(5) requires that a planning authority that has entered into one or more planning agreements must, while any such planning agreements remain in force, include in its annual report particulars of compliance with and the effect of the planning agreements during the year to which the report relates.

Council has prepared and adopted the Upper Hunter Shire Council Section 94A Levy Contributions Plan 2017. The Plan provides opportunities for applicants to enter into voluntary planning agreements.

Council did not enter into any voluntary planning agreements in 2018/2019.

However, Council resolved to enter into an agreement with Tilt Renewables and Warrumbungle Shire Council with respect of Liverpool Range Windfarm. The agreement was executed in 2019/2010 and will be reported on in the 2019/2020 Annual Report. Council accepted an offer to enter into a VPA with Australian Pacific Coal with Dartbrooke Coalmine Modification. This will be reported on in the future when Council enters into a voluntary planning agreement.

Carers Recognition Act 2010

The Carers Recognition Act 2010 (CR Act), s 8(2) considers Councils to be 'human services' agencies under the CR Act and provide services directed at carers and/or people being cared for by carers. Council must report on the compliance with the CR Act 2018-2019.

Educational Services:

Council held a series of information sessions with community, businesses and local services about the National Disability Inclusion Service. Information is also available in our community directory, which details services available.

Consultation and Liaison with Carers:

During 2016/2017 Council developed a Disability Inclusion Action Plan (DIAP) in line with the requirements of the NSW Disability Inclusion Act 2014. The actions in the DIAP were designed following extensive consultation with internal and external stakeholders.

As a continuation of this implementation, 2019/2020 has seen a focus on forming the Access and Inclusion Committee.

Council operates a range of programs and projects supporting disability awareness, including facilitation of interagency for sector development and coordination of activities during Mental Health Awareness Month and International Day of People with Disability.

Council also produced a comprehensive directory for seniors and carers in the Upper Hunter Shire identifying local services, activities and facilities.



Disability Inclusion Act 2014

FOCUS AREA 1

Attitudes and Behaviours

What The Issue is About

The attitudes and behaviours of the general community towards people with disability have been described as the single greatest barrier to full access and inclusion . Attitudes and behaviour permeate all aspects of life . Consultation to date has identified that attitudes towards people with disability are often determined by ignorance, fear or lack of opportunity to interact . Developing positive attitudes involves increasing awareness and changing negative perceptions over time . This is a long term goal that may need to be dealt with in stages .

What the Community Told Us

We need to raise the awareness of our staff so they can be more empathic and provide more appropriate services for people with disabilities; we need to raise awareness in the general community about people with disabilities; our media -social and hardcopy needs to support raising awareness and presenting positive role models who have a disability; we need to highlight the achievements of people with disabilities; we need to provide information for people with disabilities about facilities and activities in our Shire in a range of accessible forms; we need to consult or have access to specialist staff; we need to support the work of other disability services in the Shire .

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Provide training for current staff on people with disabilities (also in Meaningful Employment section)	Incorporate Disability Awareness training into Induction programs and annual training opportunities for current staff	Number of people receiving Disability Awareness training per year	Manager Human Resources and Customer Services Coordinator	Short term 1 year	CS 1.1,1.3,1.4	<ul style="list-style-type: none"> 36 staff attended Disability Access & Inclusion workshop at Council to raise awareness and enhance skills, in partnership with Ability Links. Council's Sports Participation officer attended Autism Awareness training through the Special Olympics Committee and Inclusion in Sport training with Sport NSW. Staff attended Understanding Dementia and Preventing Dementia through University of Tasmania and Seniors Mental Health Webinar. Community Services Officers participate in the Upper Hunter Community Services Interagency and the Mental Health Network to enhance knowledge of service availability in the sector. Children's services staff attended training with Where's there's a Will - Strength Stars Curriculum to support positive education and well-being in the community.



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Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Raise the Community Awareness of People with a Disability	Seek partnerships with disability organisations in Shire to undertake awareness raising events or projects	At least one targeted event is held each year to highlight inclusion and diversity.	Manager Community Services	Each year	CS 1.2,1.4	<ul style="list-style-type: none"> A Council representative is a member of Transcare Board of Directors to support governance of this local NDIS provider . Worked collaboratively with Ability Links to provide resources to the Library, Youth Centres and Children's Services to raise awareness of and support people living with a disability. Council has included inclusiveness as a project aim in the Cultural Activity Grants. Council hosted a range of inclusive well-being activities across the Shire eg. Ukulele Learning Circle, craft workshops, Computer classes, seniors festival and yoga. First Aid with St John's Ambulance plus a session with Sarah Green from RAMHPs for community members. Partnership with Rebecca Mcalister from Uniting to produce the Sporty Kids in Profile (SKIP) which was sent to our local clubs for them to give to their coaches an easy way for parents to provide info on their child's needs. Access and Inclusion Committee has been developed to focus on community concerns, achievements and support awareness raising projects. Family Fun Day / Colour Run in Scone included a service expo for families and young people who are vulnerable or have additional needs.
	Digital and hardcopy media promote positive information about people with disabilities	Log of media releases, advertisements and other Council documentation	Communications Coordinator	Short term 1 year	CS 8.33, 2.8	<ul style="list-style-type: none"> Ongoing



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Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
	Peak Council documents are accessible in suitable forms for the community	Samples of large print documents, website accessibility, easy read documents, and log of requests	Communications Coordinator	Short term 1-2 years	CS 8.33, 2.8	<ul style="list-style-type: none"> No requests to date.
Improve the collation and distribution Information about disability services, events and services in our Shire	Develop a Council brochure with information for people with disabilities eg access maps, accessible toilets, accessible shops & services etc	At least one document prepared for each main town.	Manager Community Services	At least one brochure per year is developed and distributed	CS 2.8	<ul style="list-style-type: none"> Disability services brochure reviewed for Murrurundi Council subscribed to SportNSW and is therefore able to access resources from their Disability Sport Inclusion Department Hunter Community Services Interagency and the Mental Network distribute relevant information. Regular updates to the Council Community directory.
Focus on positive contributions by highlighting achievements of people with a disability	Run an annual event or display in partnership with disability organisations	An event or display is organised annually	Manager Community Services	Annually	CS 1.2, 1.4	<ul style="list-style-type: none"> Access and Inclusion Committee has been developed to focus on community concerns, achievements and support awareness raising partnerships.
	Encourage the recognition of people with disabilities and disability services and organisation through Council Awards	Number of disability related nominations received by Council for Awards eg Australia Day Awards, Volunteer Awards	Manager Community Services	Annually	CS 8.32	<ul style="list-style-type: none"> Australia Day special award to acknowledge achievements nomination and acknowledgement of a local of people living with a disability. Special Guest Invitation to a young person living with a disability to present at the International Women's Day. Recognition of achievements of people with a disability through community awards and the Rural Women Hidden Treasures roll. Australia Day Ambassador for UHS Council was a Paralympian who spoke at the Australia Day Ceremony and joined in activities at the Pool Party



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Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Support the work of other disability organisations or services in our Shire	Council representation at meetings and events, assistance with grant seeking, provision of Council's staff expertise, advocacy and networking	Evidence of organisations supported through reports to Council	Manager Community Services	Short term 1-2 years	CS 1.2 , 1.3, 1.4, 2.7	<ul style="list-style-type: none"> Support the Neighbourhood Centre to source funding to install an all ability inclusive playground at the sports complex in Scone Worked collaboratively with Ability Links to provide resources to the Library, Children's Services and Youth Centres to raise awareness of and support people living with a disability . Council's Sports Participation Officer supported access for people with disabilities to a range of opportunities. Community Services Officers participate in the Upper Hunter Community Services Interagency and the Mental Network to share information within the sector Council staff supported the Transition to School Seminar, with Children's Services highlighting local service providers who can assist parents who are concerned about possible developmental delays of their children.
Increase consultation with people with a disability and professional workers in the field of disability (Also in Liveable Communities section)	S355 Disability Advisory Committee recruited with infrastructure services and community services representatives on the Committee	New Disability Advisory Committee formed in Council S355 Committees	Manager Community Services	Short term 1 year	CS 2.8	<ul style="list-style-type: none"> A key role of the Access and Inclusion Committee is to support Council consultation processes.

FOCUS AREA 2:

Creating Liveable Communities

What The Issue Is About

Creating liveable communities will focus attention and resources on the elements of community life that most people desire. Creating liveable communities for people with disability is more than modifying the physical environment, it covers areas such as accessible housing, access to transport, community recreation, social engagement and



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universal design .

What The Community Told Us

We need to improve our pathways of travel and the paths themselves; we need to work on transport options for people with a disability getting around our Shire; we need to look at how we can improve access into shops and services in our towns; we need to increase the number of accessible toilets and adult change tables in key areas of the central business districts; we need to improve access to our buildings ; we need to provide more parking for people with a disability; we need to consult more with people with a disability and experts working in the disability design field; we need to improve access to our pools and other community recreation areas and facilities.

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Improve paths and pathways of travel	Review central business district paths in conjunction with the Town Revitalisation Committee and Disability Advisory Committee to set priority works	A prioritised list of works is developed with input from Disability representatives	Manager Strategic Assets	Short term 1-2 years	CS 6.25	<ul style="list-style-type: none"> A key role of the Access and Inclusion Committee is to support Council consultation processes. Presentation from a representative of the Town Revitalisation Committee at the Access and Inclusion Committee to discuss plans and consultation opportunities.
Investigate current transport options and support improvements if needed	Liaise with current transport providers to determine where further provision is needed	A meeting is convened to determine gaps in services and possible improvements	Manager Community Services	Short term 1-2 years	CS 7.29	<ul style="list-style-type: none"> A planning discussion was facilitated in the Upper Hunter Community Services Interagency to consider gaps in service delivery.
	Review the use of the Merriwa Community Bus	A report is prepared for presentation to Senior Management on current use and options for improved usage	Manager Community Services and Merriwa Community Services Worker	Short term 1-2 years	CS 1.1, 1.3	<ul style="list-style-type: none"> Purchase of new bus with improved access.



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Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Improve disability access into businesses	Raise awareness of access issues for businesses with business organisations and community	Documentation is distributed to all businesses eg “Good access is good business”	Manager Business Enterprise & Tourism	Short term 1 year	CS 1.3, 9.42	<ul style="list-style-type: none"> Town Revitalisation Committee are active in each district. Planning to consult with Committee regarding access issues. Ongoing through revitalisation planning
		Meeting convened with Chambers/ Progress Associations in each town to highlight issue (representatives with a disability to be included)	Manager Business Enterprise & Tourism and Disability Access Committee Representatives	Short term 1-2 years	CS 1.3, 9.42	<ul style="list-style-type: none"> Ongoing
	Apply requirement to ensure footpath entry into businesses where footpath improvements and CBD upgrades have been planned	Record of applications where requirements applied.	Health Building & Compliance and Manager Business Enterprise & Tourism and			<ul style="list-style-type: none"> Ongoing
	Review Council halls and community centres in regard to standards	A set of prioritised improvements is developed	Manager Community Services & Building Maintenance	Continue to enforce	CS 1.1,1.3	<ul style="list-style-type: none"> Continue to enforce



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Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Progressively upgrade Council owned assets to meet Access to Premises Standards or relevant best practice approach				Short term 1-2 years	CS 1.1, 6.24, 6.25	<ul style="list-style-type: none"> Council infrastructure projects include consideration and provision for accessibility and inclusion issues. Pram ramp upgrades have been completed in various locations in the Shire. Footpath extension completed in Graeme St, Mackenzie St and Segenhoe St Aberdeen. Upgrade to the kerb, gutter and footpath access to Hill St Scone, adjacent to Scone Public School.
	Review Council libraries in regard to standards	A set of prioritised improvements is developed	Manager Community Services & Library Co-ordinator	Short term 1-2 years	CS 6.24, 6.25	<ul style="list-style-type: none"> Completed year 3. New property purchased to develop accessible library in Scone.
	Review Council pools in consultation with the Disability Advisory Committee	A set of prioritised improvements is developed	Manager Strategic Assets	Short term 1-2 years	CS 1.1, 1.3, 2.5	
Increase the number of accessible toilets and adult change tables in key areas of CBDs	Review current location of accessible toilets in Shire and prioritise plans for further toilets and change tables in consultation with Disability Advisory Committee	Toilets & change tables located; Priorities established; Toilets placed on Accessible Toilets list	Manager Strategic Assets	Short term 1-2 years	CS 1.1, 1.3, 2.5, 2.8,4.5, 6.25	<ul style="list-style-type: none"> Disabled access toilets for Old Court Theatre - complete Scone Gymnastics Centre – disabled access facilities - upgrade complete. Disabled access toilet designed for Murrurundi Golf Club – awaiting funding Disabled access toilet upgrade at Wilson Memorial Oval, Murrurundi – to be completed 2021 Investigated funding opportunities for further improvement to facilities across the Shire.



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Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Increase Consultation with people with disabilities and professional workers in the field of disability	S355 Disability Advisory Committee recruited with Infrastructure services, Tourism/ economic development and community services representatives on the Committee	New Disability Advisory Committee formed in Council S355 Committees	Manager Community Services	Short term 1 year	CS 1.2, 1.4, 4.15, 8.34, 7.28, 2.8	<ul style="list-style-type: none"> A key role of the Access and Inclusion Committee is to support Council consultation processes. Representatives from disability sector attend Councils S355 Community Services Committee.

FOCUS AREA 3

Supporting Access To Meaningful Employment

What The Issue Is About

The Government Sector Employment Act 2013 (GSE Act) requires the integration of workforce diversity, including the employment of people with a disability, into workforce planning. This legislation supports workforce diversity obligations and processes across the government sector .

Employment and economic security for most people are closely related. Employment contributes to feelings of self-worth, social interaction and mental health, and increases opportunities to support individual choice and control. Employment rates for people with disability are significantly lower than those without disability across all sectors. People with disability experience multiple barriers at all stages of the employment process, ranging from inaccessible interview venues, lack of reasonable adjustments to the work environment, poor career planning opportunities, rigid role descriptions and online testing that may place applicants at a disadvantage. These factors reduce their opportunities to gain and retain employment .

While there are many aspects to consider in executing a diversity and inclusion employment agenda, most benefit will come from taking an ‘inclusion by design’ approach. That is, employers and managers will maximise their ability to employ and retain a diverse workforce if they build inclusion into work design, workforce strategy and system-level decision making (as opposed to simply making reasonable adjustments to accommodate persons with disability on a case-by-case basis) .

What The Community Told Us

We should employ more people with disabilities where possible and adapt the environment and work conditions to the individuals special needs; we should ensure our employment systems enable people with disabilities to apply and be considered for positions; we should provide opportunities for people with disabilities to increase their employment skills; we should set an example to other businesses in our Shire and promote the employment of people with disabilities; we should provide training for our current staff to raise its awareness of dealing with people with disabilities .



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Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Ensure that Council's HR Policies reflect enthusiasm and opportunities for meaningful employment of people with disabilities through its policy of diversity & inclusion workforce planning	Review Councils procedures in recruitment by an independent body	Identify and address procedures that create barriers to employment New disability friendly procedures are identified and implemented	Manager Human Resources	Short term 1-2 years	CS 8.38	<ul style="list-style-type: none"> Review of Policy and Procedure is ongoing.
Provide training for current staff on people with disabilities	Incorporate Disability Awareness training into induction programs and annual training opportunities for current staff	Number of people receiving Disability Awareness training per year	Manager Human Resources and Customer Services Coordinator	Short term 1 year	CS 1.11.3,1.4	<ul style="list-style-type: none"> 36 staff attended Disability Access & Inclusion workshop at Council to raise awareness and enhance skills, in partnership with Ability Links.
Promote employment of people with disabilities to the general community	Highlight successful examples of employment of people with disabilities in the Council	Maintain a log of promotions around people with disabilities	Manager Human Resources and Customer Services Coordinator / Communications team	Short term 1-2 years	CS 5.20,1.3	

FOCUS AREA 4:

Improving Access to Services Through Better Systems and Processes

What the Issue is About

A common issue for people with disability is the difficulty in navigating systems and processes to access the services and supports they need in the community. Some of these difficulties stem from the quality of service and training of front line personnel, the systems and processes required to access services, and the lack of accessible options for



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communicating, accessing information or providing input or feedback. There is often confusion about what services are provided across the three levels of government, and there is frequent repetition of information to be provided to public authorities and services

What the Community Told Us

We need to improve our documentation, digital media and communication methods so information can be accessed by more people with disabilities; we need to improve opportunities for inclusion of people with disabilities in community activities such as sports, workshops, and community events; we need to continue to communicate face to face with the community (as the DPOP consultations have been appreciated) and build further links with disability organisations; we need to ensure that people with disabilities are represented on Council committees .

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2019
	Review options for having key documents in a choice of accessible formats eg large print, braille, spoken word, plain english language	Review undertaken and priority documents identified. Consultations with Disability Advisory Committee	Communications Coordinator	Short term 1 year	CS 2.8	<ul style="list-style-type: none"> Not completed. Inclusion & Access Committee working party met to determine interest (will be functioning in year 3) Assign to Year 3
	Apply for funding to run targeted disability inclusion activities, or that enable inclusion into main stream activities	At least one disability inclusion related grant is submitted each year.	Manager Community Services and Manager Economic Development & Tourism	Short term - annually	CS 1.1, 1.3, 2.7	<ul style="list-style-type: none"> Funding application submitted to Sport Australia Grant – Tai Chi for Ageing Community (not successful). Club Grant application for playground in Murrurundi
	Establish and seek nominations for a Disability Advisory Committee of Council	Committee is established.	Manager Community Services	Short term 1 year	CS 8.30, 7.28	<ul style="list-style-type: none"> Inclusion & Access Committee working party met to determine interest (will be functioning in year 3)
	When seeking nominations to all Council S355 Committees, advertising promotes opportunities for people with disabilities to join or participate	Number of Committee advertisement/ flyers/press releases advising that people with disabilities are encouraged to nominate for membership	Communications Coordinator	When S355 positions are filled during the term of Council	CS 8.30, 7.28, 8.34	<ul style="list-style-type: none"> Ongoing



FOCUS AREA 2:

Creating Liveable Communities

What The Issue is About

Creating liveable communities will focus attention and resources on the elements of community life that most people desire. Creating liveable communities for people with disability is more than modifying the physical environment, it covers areas such as accessible housing, access to transport, community recreation, social engagement and universal design .

What the Community Told Us

We need to improve our pathways of travel and the paths themselves; we need to work on transport options for people with a disability getting around our Shire; we need to look at how we can improve access into shops and services in our towns; we need to increase the number of accessible toilets and adult change tables in key areas of the central business districts; we need to improve access to our buildings ; we need to provide more parking for people with a disability; we need to consult more with people with a disability and experts working in the disability design field; we need to improve access to our pools and other community recreation areas and facilities .

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Improve paths and pathways of travel	Review central business district paths in conjunction with the Town Revitalisation Committee and Disability Advisory Committee to set priority works	A prioritised list of works is developed with input from Disability representatives	Manager Strategic Assets	Short term 1-2 years	CS 6.25	<ul style="list-style-type: none"> Inclusion & Access Committee formed but COVID-19 has delayed some discussions with significant staff



Part 5 - Statutory Statements

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Investigate current transport options and support improvements if needed	Liaise with current transport providers to determine where further provision is needed	A meeting is convened to determine gaps in services and possible improvements	Manager Community Services	Short term 1-2 years	CS 7.29	<ul style="list-style-type: none"> Assigned to year 3
	Review the use of the Merriwa Community Bus	A report is prepared for presentation to Senior Management on current use and options for improved usage	Manager Community Services and Merriwa Community Services Worker	Short term 1-2 years	CS 11, 1.3	<ul style="list-style-type: none"> Bus upgraded with improved accessibility for Hostel and community
Improve disability access into businesses	Raise awareness of access issues for businesses with business organisations and community	Documentation is distributed to all businesses eg "Good access is good business"	Manager Business Enterprise & Tourism	Short term 1 year	CS 1.3, 9.42	<ul style="list-style-type: none"> Manager Position filled Work to be undertaken



Part 5 - Statutory Statements

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
		Meeting convened with Chambers/ Progress Associations in each town to highlight issue (representatives with a disability to be included)	Manager Business Enterprise & Tourism and Disability Access Committee Representatives	Short term 1-2 years	CS 1.3, 9.42	<ul style="list-style-type: none"> • Manager position filled. • Work to be done
	Apply requirement to ensure footpath entry into businesses where footpath improvements and CBD upgrades have been planned	Record of applications where requirements applied.	Health Building & Compliance and Manager Business Enterprise & Tourism and			<ul style="list-style-type: none"> • Ongoing
	Review Council halls and community centres in regard to standards	A set of prioritised improvements is developed	Manager Community Services & Building Maintenance	Continue to enforce	CS 1.1, 1.3	<ul style="list-style-type: none"> • Continue to enforce



Part 5 - Statutory Statements

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Progressively upgrade Council owned assets to meet Access to Premises Standards or relevant best practice approach				Short term 1-2 years	CS 11, 6.24, 6.25	<ul style="list-style-type: none"> • Hall inspections undertaken and priority works developed. • Scone Library replacement site purchased and accessible planning being undertaken – survey of residents to seek information on priorities completed. • Murrurundi Library upgraded with Accessible features. • Grant application to upgrade accessibility in Murrurundi Library • Planning for major Council infrastructure projects has included consideration and provision for accessibility and inclusion issues at: Scone Saleyards, White Park Centre, Proposed Horse Display Centre, Scone Airport.
	Review Council libraries in regard to standards	A set of prioritised improvements is developed	Manager Community Services & Library Co-ordinator	Short term 1-2 years	CS 6.24, 6.25	<ul style="list-style-type: none"> • Accessible upgrades undertaken at Merriwa and Murrurundi Libraries. • Planning progressing for new Scone Library.
	Review Council pools in consultation with the Disability Advisory Committee	A set of prioritised improvements is developed	Manager Community Services & Library Co-ordinator	Short term 1-2 years	CS 6.24, 6.25	<ul style="list-style-type: none"> • To be reviewed by Access and Inclusion Committee when able to meet.



Part 5 - Statutory Statements

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Increase the number of accessible toilets and adult change tables in key areas of CBDs	Review current location of accessible toilets in Shire and prioritise plans for further toilets and change tables in consultation with Disability Advisory Committee	Toilets & change tables located; Priorities established; Toilets placed on Accessible Toilets list	Manager Strategic Assets	Short term 1-2 years	CS 1.1, 1.3, 2.5, 2.8, 4.5, 6.25	<ul style="list-style-type: none"> Disabled access toilets installed for Old Court Theatre Disabled access toilet installed for Murrurundi Library Disabled access toilet installed for Murrurundi Gold Club Disabled access toilet upgrade at Wilson Memorial Oval, Murrurundi – awaiting funding (SCCF) Disabled access toilet upgrade to Merriwa Skate Park Disabled access toilet upgrade to Jefferson Park, Aberdeen – awaiting funding (SCCF) Disabled access toilet upgrade to Merriwa Oval – awaiting funding (SCCF) Disabled access toilet for Merriwa Showground – awaiting funding (SCCF) Scone Gymnastics Centre – disabled access including toilets completed Shire Accessible toilets placed on National Toilet list by Ability Links
Increase Consultation with people with disabilities and professional workers in the field of disability	S355 Disability Advisory Committee recruited with Infrastructure services, Tourism/ economic development and community services representatives on the Committee	New Disability Advisory Committee formed in Council S355 Committees	Manager Community Services	Short term 1 year	CS 1.2, 1.4, 4.15, 8.34, 7.28, 2.8	<ul style="list-style-type: none"> Inclusion and Access Committee formed and commenced meeting until COVID-19 Pandemic limitations impacted Representatives from disability sector attend Councils S355 Community Services Committee.



FOCUS AREA 3:

Supporting Access to Meaningful Employment

What The Issue is About

The Government Sector Employment Act 2013 (GSE Act) requires the integration of workforce diversity, including the employment of people with a disability, into workforce planning. This legislation supports workforce diversity obligations and processes across the government sector.

Employment and economic security for most people are closely related. Employment contributes to feelings of self-worth, social interaction and mental health, and increases opportunities to support individual choice and control. Employment rates for people with disability are significantly lower than those without disability across all sectors. People with disability experience multiple barriers at all stages of the employment process, ranging from inaccessible interview venues, lack of reasonable adjustments to the work environment, poor career planning opportunities, rigid role descriptions and online testing that may place applicants at a disadvantage. These factors reduce their opportunities to gain and retain employment.

While there are many aspects to consider in executing a diversity and inclusion employment agenda, most benefit will come from taking an 'inclusion by design' approach. That is, employers and managers will maximise their ability to employ and retain a diverse workforce if they build inclusion into work design, workforce strategy and system-level decision making (as opposed to simply making reasonable adjustments to accommodate persons with disability on a case-by-case basis)

What the Community Told Us

We should employ more people with disabilities where possible and adapt the environment and work conditions to the individuals special needs; we should ensure our employment systems enable people with disabilities to apply and be considered for positions; we should provide opportunities for people with disabilities to increase their employment skills; we should set an example to other businesses in our Shire and promote the employment of people with disabilities; we should provide training for our current staff to raise its awareness of dealing with people with disabilities.



Part 5 - Statutory Statements

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
Ensure that Council's HR Policies reflect enthusiasm and opportunities for meaningful employment of people with disabilities through its policy of diversity & inclusion workforce planning	Review Councils procedures in recruitment by an independent body	Identify and address procedures that create barriers to employment New disability friendly procedures are identified and implemented	Manager Human Resources	Short term 1-2 years	CS 8.38	<ul style="list-style-type: none"> Review of Policy and Procedure is ongoing.
Provide training for current staff on people with disabilities	Incorporate Disability Awareness training into induction programs and annual training opportunities for current staff	Number of people receiving Disability Awareness training per year	Manager Human Resources and Customer Services Coordinator	Short term 1 year	CS 1.11.3,1.4	<ul style="list-style-type: none"> 36 staff attended Disability Access & Inclusion workshop at Council to raise awareness and enhance skills, in partnership with Ability Links.
Promote employment of people with disabilities to the general community	Highlight successful examples of employment of people with disabilities in the Council	Maintain a log of promotions around people with disabilities	Manager Human Resources and Customer Services Coordinator / Communications team	Short term 1-2 years	CS 5.20,1.3	



FOCUS AREA 4:

Improving Access to Services Through Better Systems and Processes

What The Issue is About

A common issue for people with disability is the difficulty in navigating systems and processes to access the services and supports they need in the community. Some of these difficulties stem from the quality of service and training of front line personnel, the systems and processes required to access services, and the lack of accessible options for communicating, accessing information or providing input or feedback. There is often confusion about what services are provided across the three levels of government, and there is frequent repetition of information to be provided to public authorities and services.

What the Community Told Us

We need to improve our documentation, digital media and communication methods so information can be accessed by more people with disabilities; we need to improve opportunities for inclusion of people with disabilities in community activities such as sports, workshops, and community events; we need to continue to communicate face to face with the community (as the DPOP consultations have been appreciated) and build further links with disability organisations; we need to ensure that people with disabilities are represented on Council committees.

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
	Review options for having key documents in a choice of accessible formats eg large print, braille, spoken word, plain english language	Review undertaken and priority documents identified. Consultations with Disability Advisory Committee	Communications Coordinator	Short term 1 year	CS 2.8	<ul style="list-style-type: none"> Not completed. Inclusion and Access Committee not yet formed due to unsuccessful advertising.



Part 5 - Statutory Statements

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
	Apply for funding to run targeted disability inclusion activities, or that enable inclusion into main stream activities	At least one disability inclusion related grant is submitted each year.	Manager Community Services and Manager Economic Development & Tourism	Short term - annually	CS 11, 1.3, 2.7	<ul style="list-style-type: none"> Grant application to upgrade accessibility in Murrurundi Library successful and project completed. Grant application to upgrade accessibility in Merriwa Library Stage 2 was successful and project completed. Council received funding to subsidise registrations to sporting groups for people with a disability. Grant application to upgrade accessibility in Merriwa Library Stage 2 (successful) Council received funding to subsidise registrations to sporting groups for people with a disability. Council's sports participation Officer has supported access for people with disabilities to Gymnastics and futsal. A large number of applications submitted for funding accessible toilets.
	Establish and seek nominations for a Disability Advisory Committee of Council	Committee is established.	Manager Community Services	Short term 1 year	CS 8.30, 7.28	<ul style="list-style-type: none"> Inclusion and Access Committee formed and met but COVID-19 has limited meetings and project development



Part 5 - Statutory Statements

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2020
	When seeking nominations to all Council S355 Committees, advertising promotes opportunities for people with disabilities to join or participate	Number of Committee advertisement/flyers/press releases advising that people with disabilities are encouraged to nominate for membership	Communications Coordinator	When S355 positions are filled during the term of Council	CS 8.30, 7.28, 8.34	<ul style="list-style-type: none"> Ongoing advertising promoting opportunities as positions become available.



ACKNOWLEDGEMENT OF GRANT FUNDING

Council receives grant funding for various projects that it undertakes on behalf of the community each year. The following authorities have requested acknowledgment of the funding that they have provided in Council's Annual Report for 2019/2020. This covers grant funding actually received by Council in 2019/2020 and not funding we were advised that we are receiving and will be included in the next financial year.

Program / Project	Provider
Community Arts Support Program (CASP) – Creature Creation	Regional Arts NSW
Scone CBD Revitalisation	NSW Government Drought Stimulus
Murrurundi Waste Transfer Station	NSW Government Waste Less Recycle More
Bill Rose Netball Courts Upgrade	NSW Government Stronger Country Communities Fund R3
Murrurundi Youth Park	NSW Government Stronger Country Communities Fund R3
Merriwa CBD Refurbishment	NSW Government Stronger Country Communities Fund R3
McKinnon Oval Aberdeen Upgrade	NSW Government Stronger Country Communities Fund R3
Cameron's Bridge Replacement	NSW Government Fixing Country Roads
Junction Bridge Replacement	NSW Government Fixing Country Roads
'We LIVE Here – We SPEND Here'	NSW & Federally funded Bushfire Community Resilience & Economic Recovery Fund

Program / Project	Provider
Implementation of Scone Regional Airport Masterplan – Airside Works	Federal Government Regional Airport Funding
Moonan Brook Rd & Barrington Forest Rd – Initial Seal	State Government Fixing Local Roads
Scone Water Treatment Augmentation (UV)	Safe and Secure Water Program
Upper Hunter Water Supply and Water Treatment Scoping Study	Safe and Secure Water Program Round 2
Village Reticulation Scheme	Safe and Secure Water Program Round 2
New Murrurundi Reservoir	Safe and Secure Water Program Round 2
Scone to Murrurundi Pipeline	Water Security for Regions Round 2
Village Reticulation Scheme	Water Security for Regions Round 2
Scone to Murrurundi Pipeline	Water Security for Regions Round 3
Village Reticulation Scheme	Water Security for Regions Round 3
Cassilis Sewerage Scheme	Water Security for Regions Round 3
Omadale Brook Bridge Replacement	NSW Govt Fixing Country Roads



Part 6 - Acknowledgement of Grant Funding

Program / Project	Provider
Murulla Street Causeway Upgrade	NSW Govt Upper Hunter Region Mine Affected Roads
Cameron Bridge Replacement	NSW Govt Fixing Country Roads and Federal Govt Bridges Renewal Program
Wilson Memorial Oval	Stronger Country Communities Fund 2
Merriwa Family Support Network	Empowering our Communities Grant
Greenthumbs Project	Drought Resilience
Merriwa Show	Country Shows Sponsorship
Merriwa Little Athletics	Local Sport Grant Program
Empowering our Communities	Primary Health Network
Targeted Early Intervention	Human Services (Community Service Workers) - Dept Communities & Justice
Public Library Funding Strategy	State Library NSW
Targeted Early Intervention	Human Services (Youth) – Dept Communities & Justice
Youth Week	Dept Communities & Justice

Council acknowledges the contributions and thanks the above organisations for assisting Council in delivering valuable services to its Community.



GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT ANNUAL REPORT

In accordance with Section 125(1) of the Government Information (Public Access) Act 2009 (GIPA Act) Upper Hunter Shire Council has prepared an Agency Information Guide for the year ending June 2019. The following information is contained in this document.

SECTION 129(2)(A)

The manner in which agencies are to make government information publicly available

SECTION 129(2)(B)

The manner in which an access application can be made

SECTION 129(2)(C)

The adoption and amendment of agency information guides by agencies (including the obligations of agencies to consult with the information commissioner in connection with agency information guides and the adoption of model agency information guides developed by the information commissioner)

SECTION 129(2)(D)

Information to be given to applicants for government information

SECTION 129(2)(E)

The circumstances in which and the extent to which an agency must or may waive, reduce or refund any fee or charge payable under this Act

SECTION 129(2)(A)

The manner in which agencies are to make government information publicly available

Council has a range of information made publicly available under the GIPA Act. Links to access mandatory publications, open access information and other documents are published on Council's website upperhunter.nsw.gov.au and/or copies of documents are also available on request.

If the information or document is not readily available, an application may be made in writing or by completing an application form provided by Council, or by contacting Council's Right to Information Officer.

SECTION 129(2)(B)

The manner in which an access application can be made

Council holds many files, documents, manuals and electronic media related to its operations. In some circumstances (e.g. personal, privacy, business) certain documentation may not be readily available for public viewing under certain provisions of the Privacy and Personal Information Protection Act (PPIPA), or without first a formal application being made under the Government Information (Public Access) Act 2009.

Council encourages the release of information without the need for a formal application, unless there is good reason to require one. In limited circumstances, access to information will require formal access application. If a formal application for information is required, the relevant application form is available from Council and

will need to be submitted along with the applicable fees.

Details on how to apply for access to documents under the Government Information (Public Access) Act 2009 are contained in the Government Information (Public Access) Act 2009, Part 3 – Access Applications.

Council records are maintained on a Civica Authority computer system as well as an electronic document management system (TRIM). Actual documents are held either in physical files or electronically and kept at Council's administration buildings at Merriwa, Murrurundi and Scone or at the Zircodata Repository at Thornton.

Copies of non-restricted documents can be supplied at an appropriate copying cost. Copies of petitions, minutes held by Council of meetings by public groups and submissions made by the public in response to any exhibition or request for public input made by Council may be supplied at the appropriate copying fee.

Documents subject to copyright may be viewed only. Copies can be obtained from the author.



SECTION 129(2)(C)

The adoption and amendment of agency information guides by agencies (including the obligations of agencies to consult

With the information commissioner in connection with agency information guides and the adoption of model agency information guides developed by the information commissioner

In accordance with Section 20 of the GIPA Act, Council must have an Agency Information Guide. This Guide is to be reviewed and adopted at intervals of not more than 12 months.

Council's Agency Information Guide was reviewed and copies can be obtained from Council's offices located in Merriwa, Murrurundi and Scone or can be downloaded from Council's website upperhunter.nsw.gov.au.

SECTION 129(2)(D)

Information to be given to applicants for government information

Personal information (as defined by the Privacy and Personal Information Protection Act) contained in any documents held by Upper Hunter Shire Council, will only be supplied in accordance with the PPIP Act, Council's Privacy Delivery Program and Operational Plan and/or any relevant Privacy Code of Practice.

SECTION 129(2)(E)

The circumstances in which and the extent to which an agency must or may waive, reduce or refund any fee or charge payable under this Act

Formal Access Applications require a \$30.00 application fee and can also incur an additional fee of \$30.00/hour processing charge (application for your

personal information is exempt from this charge).

A 50% reduction in processing charge may be granted to applicants in cases of financial hardship, where the applicant is the holder of a Pensioner Concession Card issued by the Commonwealth, the applicant is a full time student, or non-profit organization (including the person applying for or on behalf of a non-profit organization), or where information applied for is of special benefit to the public generally.

SECTION 125

Statistics

A full report including the yearly statistics can be found in Part 3 of this Annual Report. This report is available from Council's offices at Merriwa, Murrurundi and Scone or can be downloaded from Council's website www.upperhunter.nsw.gov.au.

Verbal enquiries should be directed to Mrs Lauren Love, Records Officer, or Mr Kristian Enevoldson, Director of Corporate services, on 02 6540 1122.

Written requests should be addressed to:

General Manager
Upper Hunter Shire Council
PO Box 208
SCONE NSW 2337

Fax 02 6545 2671

Email council@upperhunter.nsw.gov.au

Council has a pre-printed application form to assist applicants in this process. Before applications are considered, the appropriate fee must be paid.



FINANCIAL SUMMARY AND STATEMENTS, INCLUDING ASSET REPORTING

The following pages include the audited Financial Statements of the Council for 2019-2020

