A Quality Rural Lifestyle in a vibrant, caring & sustainable Community.

Community Strategic Plan 2027

UPPER HUNTER SHIRE COUNCIL

Annual Report

2020 - 2021

Ngayan marrungku paran wiyan Wanaruah, mirumalikan para ani parraykupa, ngatan ngayan marrung wiyan Ngarrakay paranpa yurakaykal ngatan pangaykal.

We acknowledge the Wanaruah people, traditional keepers of this land, and we pay respects to their Elders, past and present.

Translation by Aunty Sharon Edgar-Jones.

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Upper Hunter Shire

Upper Hunter Shire is located in the Hunter region of New South Wales, about 250 kilometres north of Sydney. It is bounded by Liverpool Plains Shire and the Tamworth Regional Council area in the north, Gloucester and Dungog Shires in the east, the Singleton Council area and Muswellbrook Shire in the south and the Mid-Western Regional Council area and Warrumbungle Shire in the west.

The Upper Hunter Shire is a predominantly rural area and encompasses a total land area of about 8000 square kilometres, of which a large proportion is national park and nature reserves. Most of the rural area is used for grazing, dairy farming, horse studs and general farming. The main township is Scone, with smaller townships at Aberdeen, Merriwa and Murrurundi. The Shire is a major cattle, crop, goat, pig, poultry and sheep producer, has an increasing number of vineyards, an abattoir which supplies the Australian and overseas markets, and the best and friendliest rural community within easy travelling distance from Sydney and Newcastle.

Land Area	8,100km2
National Parks	686km2
Population	14,350
Labour Force	5,260 jobs
Annual Economic Output	$1.733 billion

Merriwa Festival of Fleeces
New England Hwy, Murrurundi

Mayoral Message

Cr Maurice Collison

The past year has been one of challenge, change and progression. Once again we were challenged by forces outside of our control but still continued to deliver great results for our community.

The Hunter Warbirds Aviation Centre received a donation of two fighter planes – a Macchi and a Mirage. They will be restored by volunteers to become part of the Warbird visitor attraction.

The Hunter Warbirds is one part of $23.5 million worth of airport updates this year, which has been made possible thanks to grants from the NSW and Federal governments to ensure the long-term viability of the airport.

This fabulous tourist attraction will include Warbird displays, joy flights, flight simulators, historic footage and other educational displays. The building of the centre continues to go from strength to strength and we are looking forward to opening soon.

The Council also secured $150,000 from the Federal Government to restore the Murrurundi Memorial Gate. The gate has stood proudly, displaying the names of local soldiers who have fallen in conflict.

In making a commitment to climate change and sustainability, the Council welcomed the opening of the NRMA electric vehicle fast charger in Scone. This charger is on top of Council's introduction of solar panels and a general move towards a cleaner future.

Infrastructure formed a big part of Council's planning with roads, facilities and our sporting grounds and parks all receiving funding.

To stay informed on Council business, projects and news stories I recommend that you all have a read through our website and stay connected via our Facebook page. This is a great way to stay up to date with Council business.

It is an enormous responsibility and honour to be elected as a councillor of Upper Hunter Shire Council and I am particularly proud to serve as Mayor. On behalf of all of us, I would like to acknowledge the General Manager and Council staff for their great support and for their hard work and achievements throughout the last 12 months.

General Manager's Message

Greg McDonald

The 2020/21 financial year involved many challenges. I am proud of the efforts and flexibility of staff to ensure Council continued to deliver its services to the community. The Council has led the way and ensured essential services and community projects continued.

I should also thank our Mayor, Deputy Mayor and councillors for their hard work and efforts during the last 12 months in assisting staff to deliver the many projects across the entire shire

The COVID-19 pandemic continued to have an effect on businesses, tourism and residents – including lockdowns and restrictions at varying points of time.

Throughout the year, Council continued to work with, and provide support to local businesses and the community. This included working with hospitality businesses to activate outdoor dining with Council successful in securing funding from the NSW State Government to create enclosed platforms at Kelly Street Scone, where tables and chairs were available for outside dining.

Council also supported the We Live Here program, encouraging communities to back small businesses by buying goods or services from them either in person or online.

Infrastructure works have continued with the commencement of the Shire's newest and exciting attraction – Hunter Warbirds Aviation Centre which will complement the airport upgrades completed this year. The Hunter Warbirds is set to be a prime driver of tourism for the Upper Hunter, which will help to boost the local economy, business, jobs and investments.

Improvements to Water supply continued with the commencement of the Murrurundi Water Reservoir and upgrades to water mains throughout the shire.

The Council spent more than $32 million on capital expenditure for 2020/21 with $13 million spent on the Scone Regional Airport, $3 million spent on regional roads and more than $1.6 million spent on bridges across the Shire.

I have been proud to lead the organisation since the beginning of this year and I want to specifically thank my staff, who despite the challenges have continued to provide the services, functions and amenity that our community need, albeit differently than in previous years.

I would like to thank the Council for their support to me and the organisation through this challenging period. The Upper Hunter Shire community is resilient, resourceful and passionate and I look forward to continuing to work with you into the future.

Councillors

Cr Maurice Collison
Mayor

Cr Kiwa Fisher
Deputy Mayor

Cr Lorna Driscoll

Cr Lee Watts

Cr Ron Cambell

Cr Sue Abbott

Cr James Burns

Cr Joshua Brown
Resigned 2020

vacant

Upper Hunter Shire Council consists of 9 Councillors who are elected by the residents of the Shire every 4 years. There is currently 2 vacancies, due to resignations. Councillors then elect a Mayor and Deputy Mayor every 2 years.

Organisation

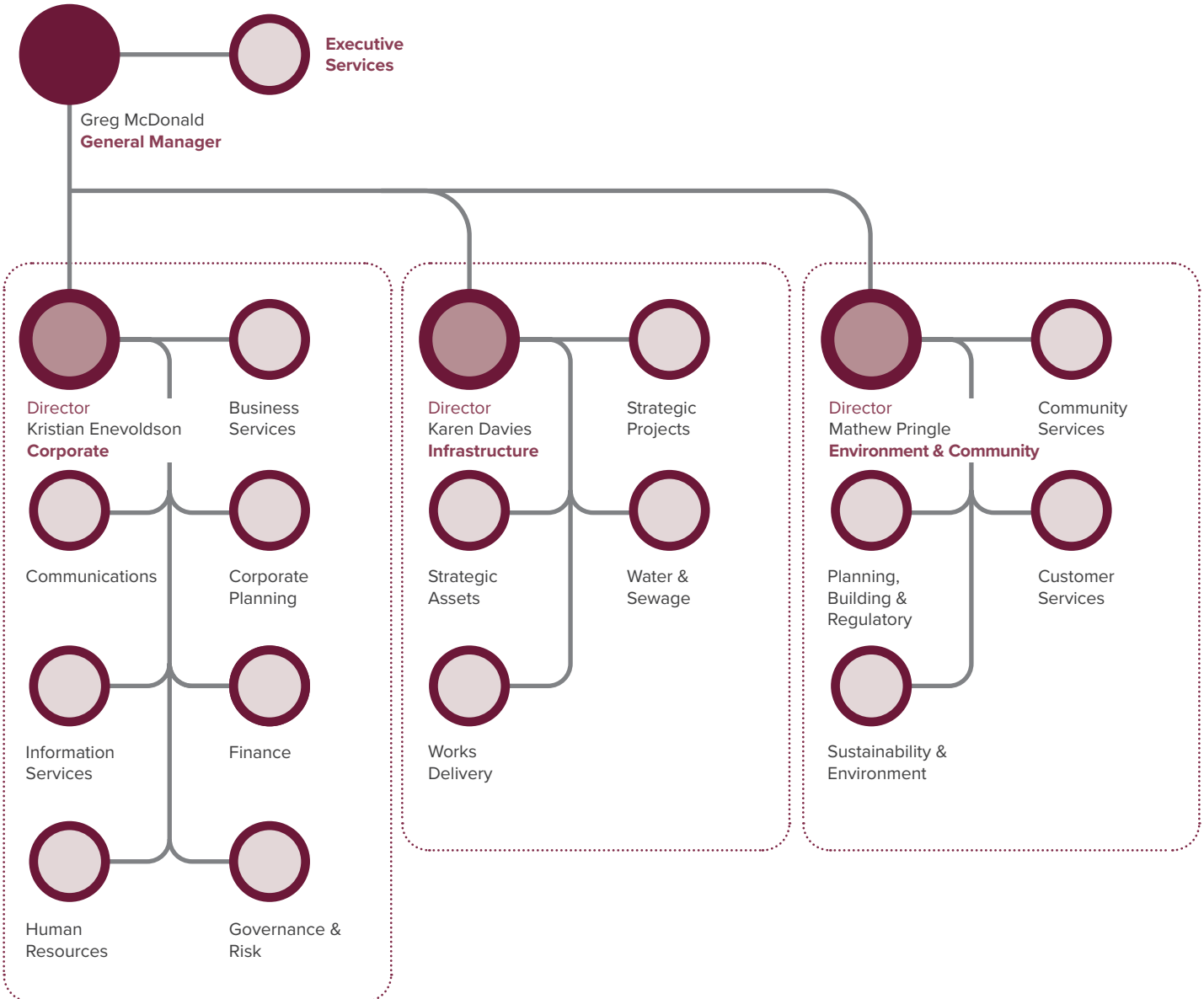
Vision

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

Values

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

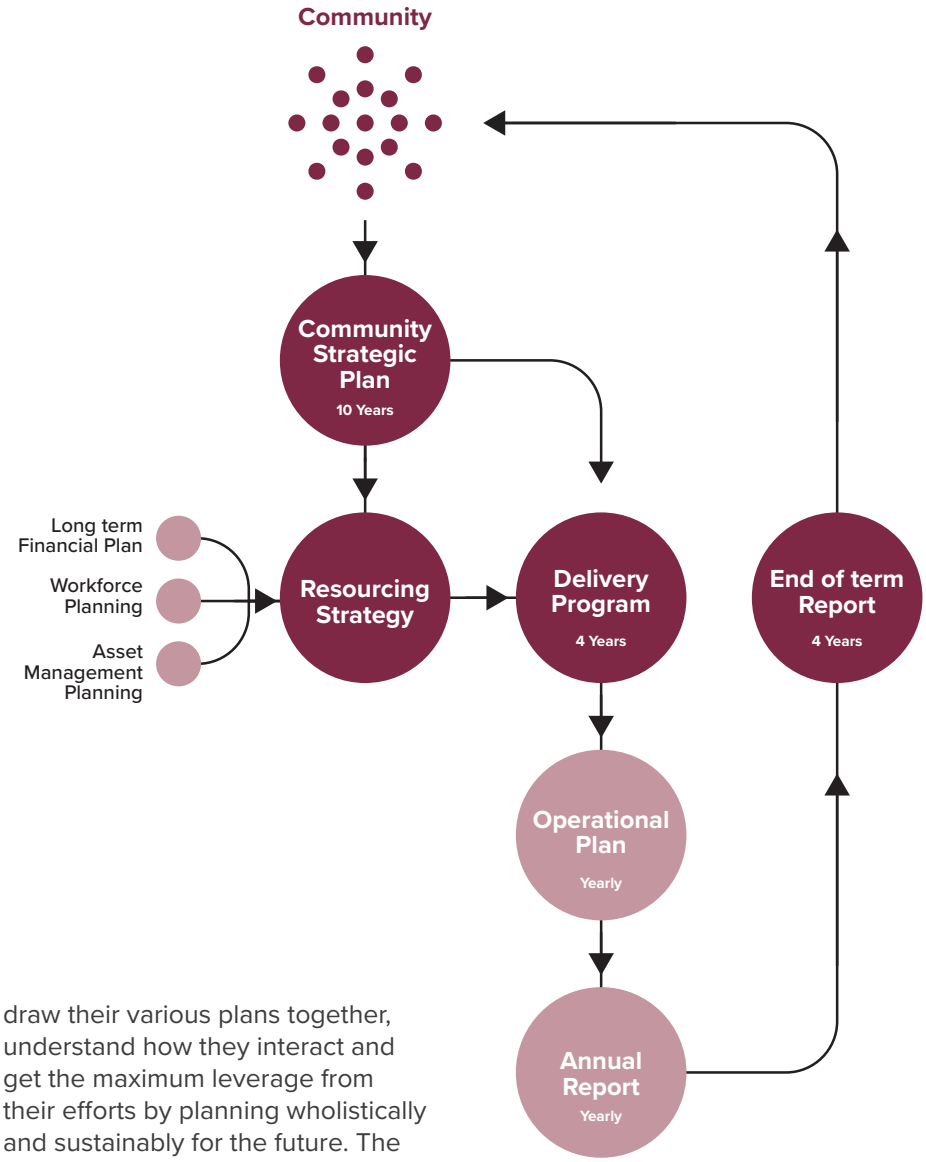
Structure



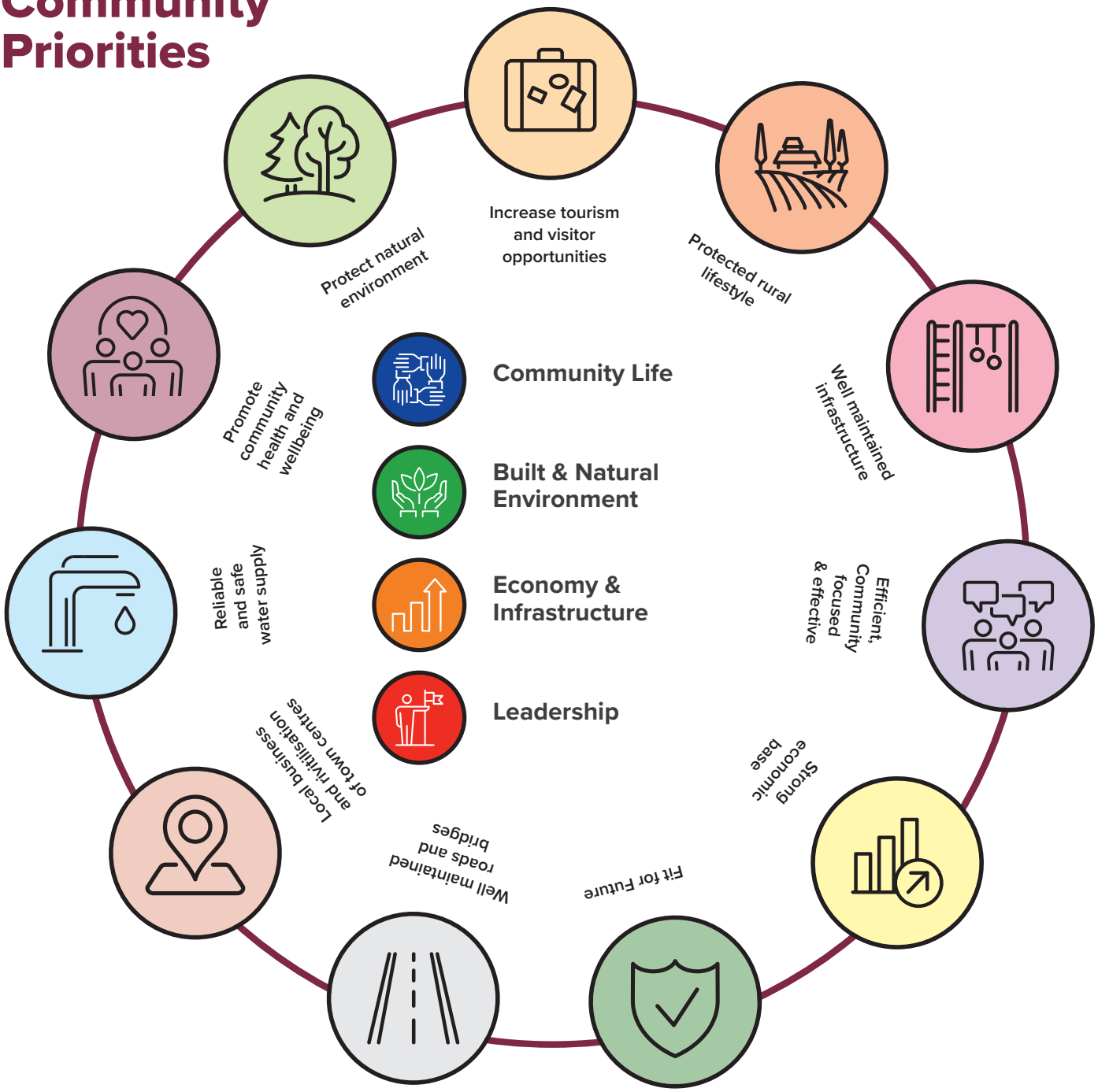
Integrated Planning and Reporting Framework

Local Governments in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. In 2009 the Local Government Act was amended to create an Integrated Planning and Reporting (IP&R) requirement. A greater emphasis is placed on longer term planning with key elements including a Community Strategic Plan setting out the strategic directions (minimum of 10 years), Delivery Program outlining how Council will deliver on these directions (4-year period) and an annual Operational Plan. As at 30 June 2012 NSW councils are required to be working within the IP&R Framework.

The Office of Local Government provides guidelines and information to assist councils in meeting their requirements. The IP&R framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for education and employment, and reliable infrastructure. The difference lies in how each Community responds to these needs. It also recognises that council plans and policies should not exist in isolation – that they are interconnected. This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning wholistically and sustainably for the future. The IP&R Framework for Upper Hunter Shire Council to be consistent with these guidelines is presented in the diagram.



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 two of this Report.

Strategic Directions

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

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.

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.

Built and 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.

Economy and Infrastructure

Goal 5
A sustainable and prosperous economy

G4 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.

Strategic Directions

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

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.

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.

Community Life

Goal 1

A supported community

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.

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

Protected rural lifestyle

Promote community health and wellbeing

Key Challenges and Opportunities

Population Changes
A population that is projected to slowly decrease from 14,350 in 2016 to 12,700 in 2031 (Census data and NSW Government's population forecast). The community has a high ratio of children to adults of parenting age combined with low retention of adults. These projections are expected to change due to the impact of COVID-19 and growth is predicted in emerging industries including renewable energy and rural industries.

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 Life

Goal 1
A supported Community

Key Achievements

The Community Services Unit worked collaboratively with agencies in the Upper Hunter to enhance service delivery for vulnerable families through the Targeted Early Intervention program funded through Communities and Justice. 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.

The Council has continued to provide programs and facilities for older people that support independent living. Gummun Place continues to provide a high level of service to its residents with a renowned quality of care. Residents have reported a high level of satisfaction with meals, recreation facilities and outings when available.

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 program.

The Council co-ordinated three Australia Day committees to run successful Australia Day celebrations in Merriwa, Murrurundi and Scone, including award ceremonies, sports and pool parties

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.

Partnered with Upper Hunter Homeless Support to support low-income housing tenants in Merriwa. The Council also made inroads into providing support to low-income and vulnerable tenants in Scone with the purchase of a property.

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.

Supported was provided to Hunter New England Health and the Murrurundi Local Health Committee in regard to the development of the new Health Facility in Murrurundi.

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.

Our libraries continued to provide services to the community, including the following.

- 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

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

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

Youth Week, 2021

Community Life

Goal 2

Connected, healthy and happy community

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.

Strategies

G2 CS5
Advocate for, support and facilitate the provision of facilities for health and health related services.

G2 CS6
Support existing education facilities andenhance 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

- **Protected rural lifestyle**
- **Promote community health and wellbeing**
- **Promote community health and wellbeing**

Key Challenges & Opportunities

Remote Communities
Working in a rural area encompassing approximately 8100km^2 to foster a strong, happy and supported community.

Technology
A number of internet and mobile blackspots 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 per cent, which is higher than the state average of 2.5%.

Local Heritage and History
Retain and celebrate local history and heritage.

Diverse Community
To communicate and engage with a culturally diverse community.

Community Life

Goal 2
Connected, healthy & happy community

Key Achievements

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.

Delivered holiday and school gymnastics sessions in Scone.

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

Continued to increase participation in parkour classes at Scone Youth Centre to cater for male youth interested in a gymnastics-style activity.

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

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

Council partnered with the Merriwa community to deliver an organised bicycle ride along Coulson's Creek Road. The events each attracted 150 plus cyclists, boosting the local economy and providing the community with an opportunity to showcase what their area has to offer.

Council secured Heart Foundation Active Australia Innovation Challenge funding to commence Tai Chi sessions in Merriwa, Murrurundi and Scone and to train three local instructors to continue the sessions after the funding is exhausted. The first sessions were well attended with 43 people participating across the three sites.

Council worked with community members to start a triathlon club in Scone, offering monthly triathlons over the summer season. The club has received funding on three occasions to deliver training programs and events for females to encourage increased female participation.

Council secured funding to renovate Scone Youth Centre to upgrade it into a multipurpose facility, which together with funding secured by Scone Gymnastics Club to climate control the area, has led to much greater use of the space. The gymnastics club is now able to accommodate 160 gymnasts each week in the improved area.

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.

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

Council continues to be a Cancer Council partner.

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.

Facilitated the Cultural Activities Grant Scheme which supports local organisations in organising cultural activities and celebrations in the community.

Mayor for a day, 2021

Built and Natural Environment

Goal 3

Protect the natural environment

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.

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.

Priorities

- **Protected rural lifestyle**
- **Protect the natural environment**

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.

Built and Natural Environment

Goal 3
Protect the natural environment

Key Achievements

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

Promoted Clean Up Australia Day, in partnership with the Scouts Australia.

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.

Council adopted the Waste Management strategy which will provide cost-effective solutions to help reduce the shire's footprint and help minimise waste over the next 10 years.

Council continued to make Climate Change a priority with the Emissions Reduction master plan, which focuses on lowering Council's greenhouse gas emissions.

Partnered with ClimateClever help drive uptake of their app usage. The app helps to help schools, residents and businesses to work out their electricity and gas usage, and work out ways to lower it.

Environmentalists from Keep NSW Beautiful engaged to visit primary schools in the Shire with 341 students attending.

Eaton George Theatre Company visited preschools in the shire and performed its Ship O Fools production. The program discussed food waste. The theatre company also visited schools in the Shire.

Worked with schools to drive messages of sustainability and waste.

Participated in Water Night – an initiative to raise awareness of water security and the preciousness of water in our community.

Solar PV, Scone Admin Building

Built and Natural Environment

Goal 4

Plan for a sustainable future

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.

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.

Priorities

- **Protected rural lifestyle**
- **Protect the natural environment**
- **Upper Hunter Shire Council is an effective and efficient organisation, focusing on community engagement, action and response**

Key Challenges & 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.

Built and Natural Environment

Goal 4
Plan for a sustainable future

Key Achievements

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

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

Upper Hunter Shire Council developed a strategy in 2021 for waste management, which provides cost effective solutions in reducing the shire's environmental footprint and help to minimise waste over the next 10 years.

In 2020, Council engaged a consultant to assist with identifying key elements in the waste strategy that it could improve, by carrying out site visits, reviewing of current and historical waste management practices, conducting surveys and workshops.

It aims to Identify opportunities for Council to utilise waste assets and resources in the most efficient manner to maximise waste avoidance, reduction, and resource recovery; along with facilitating community waste and resource recovery education.

Council entered into an agreement with the NSW Department of Planning, Industry and Environment to participate in the NSW Public Spaces Legacy Program. This program was part of a broader statewide Planning Reform Action Plan which aims to create a more timely, certain and transparent planning system.

The NSW Public Spaces Legacy Program provided incentives to councils to undertake a development assessment acceleration program at a local level. The Program aimed to improve development assessment and planning proposal (rezoning) timeframes, bring forward construction and the opportunity for jobs and economic activity in the short to medium term, support investment in the creation of high-quality public and open spaces to create a lasting community benefit and address critical open space shortfalls and improve the quality of existing public and open spaces.

By taking part in the program in 2020/21, Council identified benchmark performance and opportunities to improve performance, made a commitment to a local assessment acceleration program with measurable targets that achieved significant performance improvement and implement the operation of the ePlanning platform.

Within a period of three months of committing to the program, Council fully implemented the ePlanning platform, finalised the Local Strategic Planning Statement and finalised long-standing regionally significant development applications and long-standing rezoning applications. Over the next six months Council successfully reduced the median development application timeframe by 20 per cent.

In successfully achieving these benchmarks, Council was granted $2 million in funding from the NSW Government

School children at Clean Up Australia Day, 2021

Economy and Infrastructure

Goal 5

A sustainable and prosperous economy

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.

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.

Priorities

- **Protected rural lifestyle**
- **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**

Key Challenges & 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.

Economy and Infrastructure

Goal 5
A sustainable and prosperous economy

Key Achievements

We LIVE Here project has continued to grow and develop with a dedicated website which showcases small businesses. The total amount loaded onto the cards had reached more than $640,000 of which $530,000 had been invested back into the local economy.

Former Governor General, the Honourable Sir Peter Cosgrove AK CVO MC (Retd) delivered the Patrick White Oration at the Scone Literary Festival. The festival was held in March in a slightly different format due to the challenges of COVID-19.

The three Visitor Information Centres recorded 11,190 visitors.

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 have continued to grow and visitor play has been consistent.

Hunter Warbirds Aviation Centre has begun to be built with excellent progress made on the hanger and terminal. It is anticipated to be completed by March, 2022.

The Horse Festival celebrated 40 years in May with 10 days of live music, horse racing, events as well as the time-honoured parade down Kelly St.

Scone Regional Airport, 2021

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

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.

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.

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**

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 sewer infrastructure.

Large Geographical Area
High operational costs from different and geographically separate districts.

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

The 1.65ML water reservoir was finalised in Murrurundi. This was to complement the $14.2 million Scone to Murrurundi water pipeline.

Installation of Litree membrane water treatment plant in Murrurundi.

8.4km renewed or replaced water pipes

10.3km renewed or replaced sewer pipes.

Secured $850,000 in funding (Safe and Secure Water Funding) for Water Treatment Stage 1 Upgrades in Scone.

Secured $1.22 million in funding (Water Security for Regions) for Cassilis Sewerage upgrades.

Secured $2.7 million in funding for Village reticulation (Parkville, Wingen and Blandford)

Council also continued its improvements to Scone Airport with 1400m of runway resurfaced.

Scone to Murrurundi Pipeline construction

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.

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.

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.

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

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.

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.

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

Council has replaced a significant number of piped culverts throughout the Shire.

Council has installed kerb and guttering to around 550m of roads throughout the Shire.

Council has installed approximately 440m of concrete footpath/cycleways

Council has widened and rehabilitated approximately 6km of Council's Rural Bitumen Road Network

Council has re-sealed approximately 4.5km of Council's Rural bitumen road network, along with re-sheeting approximately 15km of unsealed roads.

Omadale Brook Brige was completed in 2021. The $1.9 million investment in our local infrastructure was jointly funded by round two of the NSW Government's Restart NSW Fixing Country Roads program and Upper Hunter Shire Council.

The dual lane, concrete bridge has replaced the old, narrow timber bridge, providing a safer passage over the brook. The new bridge will also be more reliable in flood conditions and is designed to last 100 years. This upgrade benefits local residents, and facilitates increased productivity and efficiency for those in the agriculture and equine industries.

The single-lane timber bridge originally built in 1957 was demolished as part of the works, with a temporary all weather side-track detour in place.

Council has also commenced work on the replacement of Cameron's Brige on Rouchel Road.

Omadale Brook Bridge

Leadership

Goal 8

Provide Community Leadership

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.

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.

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

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 proactively 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.

Leadership

Goal 8
Provide Community Leadership

Key Achievements

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

Council recieved around 5500 monthly visitors and 20,000 monthly page views on average between 2020 to 2021 . The five most popular website pages in order of popularity are: Home, Contact, Positions Vacant, 2021 Elections and 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.

Upgrade of core financial, administrative and property-based system to Civica Authority 7.1

Utilisation of mobile technologies to improve responsiveness and accuracy of data.

Upgrade of Council's Geographic Information Systems to Intramaps for internal and external mapping.

Completed several infrastructure projects requiring substantial changes in Information Technology, including Hunter Warbirds Museum and Terminal

Implementation of Zoom for council and staff meetings, including the live streaming of these meetings.

Online 'Meet the team' sessions were held for Council Staff

Leadership

Goal 9

Advocate for the Community

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.

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.

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.

Key Challenges and Opportunities

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

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

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

Leadership

Goal 9
Advocate for the Community

Key Achievements

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 a dedicated website which showcases small businesses. The total amount loaded onto the cards had reached over $640,000 of which $530,000 had been invested back into the local economy.

Council was successful in securing $22,439,316 in grant funding for a variety projects. This figure includes $6,620,763 secured for fixing 14 bridges throughout the Shire along with $4,710,000 toward Barrington Forest Road.

Middlebrook Bridge, replacement, 2021

Delivery Program Objectives, Strategies and Performance.

Merriwa Mural

Administration

Asset Management

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

Services

- 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.

Performance Measurement

	Target	Actual
Asset Management Strategy finalised, which will form part of the Resourcing Strategy for the Community Strategic Plan (CSP) 2031.	**100%**	**N/A**
Capital Works Program Survey and Design preparation finalised	**90%**	**100%**
Major review and update of Asset Management Plans - Bridges, Buildings, Open Spaces, Roads, Sewerage, Stormwater and Water and Swimming Pools Aerodrome and Saleyard	**100%**	**100%**
Provide Asset Management Program	**90%**	**100%**

*N/A due to delay in Council elections, strategy not required

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. disability groups in the Community.

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.

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

Administration

Communications

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

Services

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

Performance Measurement

	Target	Actual
Increase Facebook followers annually by continuing to post engaging content	>5%	5%
Increase website visits annually, by improving content, navigation and accessibility	>5%	5%
Number of proactive media releases distributed to media outputs	>140	158

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 CS35
Develop and maintain effective reporting systems that enable Council to measure and report on performance.

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.

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.

Administration

Corporate Services

Services

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

Performance Measurement

	Target	Actual
Audit, Risk and Improvement Committee Meetings	>4	4
Percentage of Council policies that are reviewed in the required timeframe	>90%	65%

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.

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.

Administration

Customer Services

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

Services

- 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.

Performance Measurement

	Target	Actual
Median response time for correspondence requiring action and response (days)	14	7

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.

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.

Administration

Depot Operations

Services

- 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.

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.

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.

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

Administration

Financial Services

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

Services

- 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.

Performance Measurement

	Target	Actual
Operating Performance Ratio	0%	-11.59%
Own Source Operating Revenue	>60%	51%
Building Infrastructure Renewals Ratio	>100%	161%
Backlog Ratio	<2%	1.32%
Maintenance Ratio	>100%	118%
Debt Service Ratio	<2X	2.5x
Annual Statutory Financial Statements and returns lodged to Office of Local Government	31/10/21	21/12/21*
Monthly budget report to Council	12	12
Investment Report to Council	12	12
Review Investment Policy Annually	30/6/21	30/6/21

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.

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.

*Extension for submission of Financial Statements approved by the Office of Local Government.

Administration

Fleet Management

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

Services

- 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.

Performance Measurement

	Target	Actual
Percentage of all servicing completed within 7 days or 1000 km's of manufacturers specification	>90%	90%
Percentage of Plant replacement achieved according to the plant replacement schedule	90%	100%
Undertake review of Plant Replacement Program	30/6/21	30/6/21

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..

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.

Administration

General Management

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

Services

- 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

Performance Measurement

	Target	Actual
Compliance with Integrated Planning and Reporting (IP&R) requirements	100%	100%

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.

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.

Administration

Human Resources

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

Services

- 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.

Performance Measurement

	Target	Actual
Workforce Management Plan finalisation	**30/6/21**	**N/A***
Annual Employee turnover percentage, as reported quarterly	**<15%**	**17%**

*N/A Due to delay in Council elections, not required until 2021/22

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 CS38
Ensure Council is a great place to work by supporting Council employees in maximising their contribution.

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.

Administration

Information Services

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

Services

- 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.

Performance Measurement

	Target	Actual
Completed ICT Strategic Plan, linking into the development of the CSP 2032.	30/6/21	30/6/21
Facilitate ICT Steering Committee Meetings Annually	4	4

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.

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.

Administration

Infrastructure Projects Support

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

Services

- 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

Performance Measurement

	Target	Actual
Completed cemetery register review	90%	60%
Completed key security system audit	90%	100%

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.

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.

Administration

Revenue Services

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.

Services

- 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.

Performance Measurement

	Target	Actual
Rates follow-up work undertaken promptly to ensure minimum outstanding at year end	<6%	10.07%*
Average days per quarterly water billing cycle	<95 Days	92.25
Value of unarranged Accounts Receivable greater than 90 days old	$150k	$203k

* Due to COVID-19 restrictions and legislation and debt collection activities have not been engaged for the 2020/21 year.

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.

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.

Administration

Stores/Purchasing Services

Continue to provide store services and efficient procurement service.

Services

- 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.

Performance Measurement

	Target	Actual
Stocktakes completed during year	2	2
Maximum value of Stock on Hand	<$820k	$848k
Percentage of stock lines with variances at Stocktake	<10%	4.36%
Shrinkage of stock on hand	5%	0%

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
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. .

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.

Administration

Sustainability

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

Services

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

Performance Measurement

	Target	Actual
Complete a climate change response strategy and action plan, draft and final	100%	100%
Complete a corporate greenhouse gas inventory	30/6/21	30/6/21

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.

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 & Education

Administration and Education

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

Services

- 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

Performance Measurement

	Target	Actual
Engagements with organisations in partnership programs per annum	>110	182
Number of grant applications to enhance community physical and social infrastructure per annum	>10	17

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.

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.

Community Services & Education

Aged Care

Gummun Place Hostel

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

Services

- 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.

Performance Measurement

	Target	Actual
Government funding per calendar day per bed	>$90	$183.53
Overall satisfaction rating	>90%	92%
Percentage of year that rooms are occupied	>98%	99.79%

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.

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.

Community Services & Education

Aged Care

Independent Living Units

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

Services

- 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.

Performance Measurement

	Target	Actual
Percentage of year that units are tenanted.	>95%	100%
Independent Living Units inspected annually.	100%	100%

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.

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.

Community Services & Education

Children's Services

Before and After School Care

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

Services

- 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.

Performance Measurement

	Target	Actual
After School Care average utilisation per day	>12	15
Before School Care average utilisation per day	>6	6.78
Satisfied or highly satisfied user feedback on annual survey	>95%	100%
Vacation Care average utilisation per day	>20	20.83

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.

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.

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.

Community Services & Education

Children's Services

Early Learning Centre

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

Services

- 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.

Performance Measurement

	Target	Actual
Average utilisation of ELC as a percentage of the base 43 children per day capacity	>97.5%	94%*
Early Learning Centre attains satisfied or highly satisfied user feedback on annual survey	>95%	98%

* Utilisation effected by COVID-19 restrictions and legislation

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.

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.

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.

Community Services & Education

Children's Services

Family Day Care

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

Services

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

Performance Measurement

	Target	Actual
Satisfied or highly satisfied user feedback on annual survey	>95%	100%
Average Full Time Equivalent (FTE) utilisation.	>50	39.63

* Utilisation effected by COVID-19 restrictions and legislation

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.

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.

Community Services & Education

Social Protection

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

Services

- Promote and facilitate 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.

Performance Measurement

	Target	Actual
Number of social protection meetings where Council is represented.	>45	58
Review of DIAP -2021 undertaken by at least 3 stakeholder groups	>3	16
Update and completion of new DIAP (2021-2026)	100%	100%

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.

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.

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.

Community Services & Education

Youth Services

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

Services

- 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.

Performance Measurement

	Target	Actual
Early Intervention Program targets (units) met per annum	>208	313
Number of attendances of young people at Youth Centres per annum	>3,500	2,081*
Working partnerships implemented with schools/ organisations per annum	>24	32
Youth participation in teamwork/ leadership events per annum	>450	480

* Utilisation effected by COVID-19 restrictions and legislation

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.

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.

Economic Affairs

Camping Areas and Caravan Parks

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

Services

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

Performance Measurement

	Target	Actual
Number of caravan park site nights booked annually	>1,440	2,159
Number of camping ground site nights occupied per annum	>180	964

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.

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.

Economic Affairs

Community Connect Services (CCS)

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

Services

- 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.

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.

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 Affairs

Economic Promotion

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

Services

- 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.

Performance Measurement

	Target	Actual
Council & Community external grant funding secured	>$5,000,000	$18,962,431
Implementation of Economic Development and Tourism Plan priority strategies	30/6/21	30/6/21

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

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

Economic Affairs

Private Works

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

Services

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

Performance Measurement

	Target	Actual
Level of Return achieved in terms of additional income	20%	30.09%

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

Community Priorities

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

Economic Affairs

Real Estate

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

Services

- 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

Performance Measurement

	Target	Actual
Percentage of all commercial and residential leases in place for Council owned property	>90%	98%
Achieved budgeted lease revenue	>90%	88%
Complete review and update of land register in December and June	100%	100%
Complete strategic review of property portfolio	100%	100%
Native Title Project completed	100%	N/A*
Crown Lands Plan of Management completed	100%	N/A*

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.

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

* Statutory requirement to complete has been extended, however, no due date has been advised.

Economic Affairs

Saleyards

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

Services

- 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

Performance Measurement

	Target	Actual
Cattle sales per annum	35,000	29,071
Achieve operating compliance by recording the number of noncompliance incidents	<2	2
Achieve increase in number of cattle sold through the facility, compared to previous year for the month	5%	15.35%

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.

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.

Economic Affairs

Tourism & Area Promotion

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.

Services

- 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.

Performance Measurement

	Target	Actual
Number of visitors through the Visitor Information Centres	>15,000	11,190
Referrals to accommodation	>3,000	2,044
Referrals to local attractions including stud tours	>8,000	15,154

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.

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

Stormwater Management

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

Services

- 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.

Performance Measurement

	Target	Actual
Completion of planned inspections of the stormwater network.	>90%	100%
Completion of maintenance program, subject to funding.	>90%	100%
Number of complaints due to drainage overflows received annually	<24	36
Complete all funded stormwater capital works within budget and timeframe.	>90%	100%

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.

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

Environment

Street Cleaning

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

Services

- 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.

Performance Measurement

	Target	Actual
Length of Urban and CBD roads swept annually	>464km	480km

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.

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.

Environment

Waste Management

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

Services

- 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.

Performance Measurement

	Target	Actual
Conduct community education initiatives (inc, media and joint activities) promoting the benefits of waste avoidance, minimisation composting and recycling, including problem waste disposal at CRC (activities)	>6	17
Kerbside collection services are provided to timetable unless notified (eg Christmas holidays) (% bins)	>95%	100%
Kerbside waste diverted from landfill	>19%	18.65%
Total waste diverted from landfill	>15%	69.75%*

* Higher than average waste diversion due to 420 tonne of soil from Aberdeen Landfill

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

Community Priorities

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

Protect the natural environment.

General Purpose Revenue

Rates, Grants and Interest Revenues

Income is maximised to achieve best financial outcomes for Council.

Services

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

Performance Measurement

	Target	Actual
All eligible rate payer notices to be distributed by 31 July each year.	31/7/21	31/7/21
To achieve the benchmark return on Council's investments	100%	100%

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
Ensure long-term financial sustainability through short, medium and long term financial planning.

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.

Governance

Council Services

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.

Services

- 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.

Performance Measurement

	Target	Actual
6 monthly review of performance against CSP 2027 Community Priorities and Community Strategies	2	1
Preparation of Integrated Planning and Reporting documents. Delivery Program, Operational Plan, Annual Report	30/6/21	30/6/21
Completion of the Community Strategic Plan (CSP) 2031 Engagement Strategy	30/6/21	N/A*
Completion of the CSP 2032 scoping	30/6/21	N/A*

*N/A Due to the delay in the Council elections. CSP not required until 2021/22

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.

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

Committed to protecting public health and the environment

Services

- 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.

Performance Measurement

	Target	Actual
Number of health inspections undertaken per annum	>120	66*
Number of On-site Sewer Management Systems (OSMS) inspections undertaken per annum	>375	45*

*Inspections for 2020/21 year effected by COVID-19 restrictions and legislation

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.

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.

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.

Housing & Community Amenities

Low Income Housing

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

Services

- 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.

Performance Measurement

	Target	Actual
Inspection of low income housing annually	100%	100%
Review of tenancy data (Low Income Housing)	>2 / year	1
Review partnership agreement with UHHS	30/6/21	30/6/21

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.

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.

Housing & Community Amenities

Public Cemeteries

Inspect, maintain and improve Council's cemeteries to agreed frequency.

Provide plaque service to customers to agreed standard.

Services

- 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.

Performance Measurement

	Target	Actual
Percentage of Customer Requests for cemetery maintenance responded to within 14 days	90%	100%
Delivery of funded capital work priorities for cemeteries completed within allocated time frames	90%	99%

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.

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 andresponse.

Housing & Community Amenities

Public Conveniences

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

Services

- Clean, accessible and safe public toilets.

Performance Measurement

	Target	Actual
Number of customer requests of unsatisfactory cleanliness of public conveniences annually	<10	6

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.

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.

Housing & Community Amenities

Street Lighting

Ensure all street lights achieve minimum Australian Standards.

Request any unserviceable street lights are repaired to agreed standard by provider.

Services

- 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.

Performance Measurement

	Target	Actual
Number of customer requests of faulty and broken street lighting annually	<30	2

Strategies

G4 CS15
Plan, facilitate and provide for achanging population for current andfuture 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.

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.

Housing & Community Amenities

Town Planning

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

Services

- 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.

Performance Measurement

	Target	Actual
Average 10.7 planning Certificate processing time (days)	<5	3.25
Average Subdivision Certificates processing time (days)	<14	7.15
Median time taken to determine Applications (days)	<40	8.5

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 CSP 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.

Mining, Manufacturing & Construction

Building Control

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

Services

- Building assessment, certification, inspection and advisory services.

Performance Measurement

	Target	Actual
Median time taken to process construction certificates (days)	<14	10
Median time taken to process occupation certificates (days)	<14	5.25

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.

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.

Mining, Manufacturing & Construction

Quarry Operations

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

Services

- 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.

Performance Measurement

	Target	Actual
Review current Mine Safety Management Plan consistent with mine guidelines	30/6/21	30/6/21
Target annual production - ensure all construction and maintenance sites have required materials.	>90%	19.17%

Strategies

G6 CS24
Provide for replacement, improvement and additional Community and open space infrastructure through investment, best practice and risk management

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 & Safety

Animal Control

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

Services

- 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

Performance Measurement

	Target	Actual
Percentage of impounded animals released or re-homed	>80%	90%
Percentage of urgent customer complaints/inquiries responded to within 24 hours (Animal Control)	>90%	100%

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.

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

Public Order & Safety

Emergency Services

- **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.**

Services

- 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.

Performance Measurement

	Target	Actual
Disaster and Emergency Management protocols maintained	**100%**	**100%**

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.

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

Public Order & Safety

Fire Service Levy & Fire Protection

- **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.**

Services

- Support the Rural Fire Service and provide commitment to the Volunteer Fire Service network.
- Implementation of Council's responsibilities under the Liverpool Ranges 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.

Performance Measurement

	Target	Actual
Disaster and Emergency Management protocols maintained	100%	100%

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.

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

Public Order & Safety

Local Government Regulation Enforcement

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

Services

- 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.

Performance Measurement

	Target	Actual
Number of inspections of private swimming pools per annum	>150	150
Percentage of customer complaints/ inquiries for Local Government Enforcement responded to within 48 hours	>90%	90%

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.

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.

Recreation & Culture

Community Centres & Halls

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

Services

- 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

Performance Measurement

	Target	Actual
Number of bookings per annum (halls)	>600	554*
Review of community hall fees and charges	30/06/21	30/6/21

* Number of bookings for 2020/21 year effected by COVID-19 restrictions and legislation

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.

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.

Recreation & Culture

Cultural Services

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

Services

- 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.
- Implement Upper Hunter Shire Cultural Plan

Performance Measurement

	Target	Actual
Number of cultural community activities facilitated annually	>25	44

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.

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

Recreation & Culture

Museums

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.

Services

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

Performance Measurement

	Target	Actual
Maintenance inspection carried out for each building annually	100%	100%

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

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.

Recreation & Culture

Other Sport & Recreation

Continued focus on increasing sports participation within the LGA.

Services

- 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

Performance Measurement

	Target	Actual
Number of network meetings where Council is represented that support recreational activities in the shire	>10	47
Number of Sports activity days in school holidays	>25	25
Number of sports development and participation programs per annum including school activities	>25	94

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.

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.

Recreation & Culture

Parks & Gardens

Maintain all Council's passive parks to agreed standards.

Services

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

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for parks and open space completed within allocated timeframes	>90%	56%
Number of customer requests of unsatisfactory cleanliness and maintenance condition of parks and open space annually	<35	46

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.

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.

Recreation & Culture

Public Libraries

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

Services

- 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

Performance Measurement

	Target	Actual
Library operating costs per capita (14,112 population)	<$50.50	$36.99
Library operating costs per loan	<$22	$19.60
Number of Library loans annually	>33,300	27,292*
Number of Library members	>3,800	5,007
Number of Library visits per annum	>51,600	35,445*
Number of new members annually	>240	264

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.

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.

Library loans and visits effected by COVID-19 restrictions and legislation

Recreation & Culture

Sporting Grounds & Venues

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

Services

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

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for sporting grounds and venues completed within allocated timeframes	>90%	95%
Number of customer requests of unsatisfactory ground condition of sporting grounds annually	<12	9

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.

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.

Recreation & Culture

Swimming Pools

Provide adequate facilities that are safe and friendly

Services

- 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.

Performance Measurement

	Target	Actual
Percentage of time pools open during the season	100%	100%

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.

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.

Transport & Communication

Aerodrome

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

Services

- 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.

Performance Measurement

	Target	Actual
Number of actions to resolve hazards and incidents this month	<5	0
Number of aircraft movements (landings) per year	>7,000	8,526
Number of outstanding actions to resolve safety hazards and incidents	<2	0
Number of safety hazards identified through inspections and audits this month	<2	0
Number of Safety incidents this month	<2	0

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.

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

Transport & Communication

Bridges – Local

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

Services

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

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for Local Bridges completed within allocated timeframes	>90%	76%
Inspect timber bridges annually on Local Roads	>90%	100%
Number of customer requests received concerning condition of bridge network	<20	5

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.

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.

Transport & Communication

Footpaths & Cycleways

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

Services

- 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

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for footpaths and cycleways completed within allocated timeframes	90%	100%
Number of customer requests received concerning unsafe conditions of concrete footpath surfaces	<10	20
Percentage of network that is rated in condition 3 or better.	>95%	96%

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.

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.

Transport & Communication

State Roads

As per RMS Road Maintenance Council Contract works schedule

Services

- 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.

Performance Measurement

	Target	Actual
Average days after end of month contract claim lodged with RMS	<15	7.42
Percentage of operational maintenance and works orders projects on state roads completed	>90%	100%

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

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.

Transport & Communication

Roads - Local

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

Services

- Increase effectiveness of preventative maintenance work as part of maintenance management works practices.

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for local roads completed within allocated timeframes	>90%	64%
Length of gravel unsealed pavement network inspected (Local Roads)	>970km	759km
Length of local road sealed network resealed (26kms)	>26km	36km
Length of sealed pavement network inspected (Local Roads)	>460km	336.5km
Length of unsealed grading completed (Local Roads)	>1,154km	627km

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.

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

Transport & Communication

Roads - Regional

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

Services

- 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.

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for regional roads and bridges completed within allocated timeframes	>90%	74%
Percentage of regional Bridges (45) inspected biennially	>50%	N/A*
Length of regional networks road pavement (174kms) inspected	>174km	215.5km
Length of regional road network resealed	>15km	13km

*N/A Full network inspection completed of regional bridges network in the 2019/20 financial year

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.

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 & Communication

Transport Ancillaries

Provide adequate facilities that are safe and friendly

Services

- Management support to the Traffic Committee.
- Maintain Council carpark.
- Bus shelter maintenance
- 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.
- Construction of new bus shelters.
- Installation of new street signs.

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for local roads completed within allocated timeframes	>90%	79%
Maintenance of identified traffic signs and line marking completed annually	>90%	90%

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.

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

- **To provide a suitable water supply that meets the demands of the users and the requirements of the Australian Drinking Water Guidelines**
- **To meet NSW Government's Best Practice Management of Water Supply Guidelines.**

Services

- 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).

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for water services completed within allocated timeframes	**>90%**	**82.7%**
Number of complaints of poor water quality	**<5**	**6**
Water Asset renewal as a percentage of depreciation	**>100%**	**240%***

*Above target due to major capital works such as Murrurundi Reservoir

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 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.

Community Priorities

Reliable and safe water supply.

Sewage Services

- **Continue to provide efficient Sewerage systems for Scone/Aberdeen, Murrurundi and Merriwa that meet health and environmental standards and the demands of the users.**
- **Legislative reporting and license requirements are met as required.**
- **To provide an efficient sewerage system for Cassilis**

Services

- Well maintained sewer 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.

Performance Measurement

	Target	Actual
Delivery of funded capital work priorities for water services completed within allocated timeframes	>90%	85.84%
Number of customer complaints regarding sewerage services	<12	5
Percentage of treated effluent recycled (Scone STP)	>90%	39.21%*
Sewer Asset renewal as a percentage of depreciation	>90%	84.8%

*Below target due to wet weather and reduced demand

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

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.

G9 CS42
Provide timely and effective advocacy and leadership on key community issues and priorities.

Community Priorities

Protect the natural environment.

Statutory Statements

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 2020/2021

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

Only minimal training was provided to Councillors during the year due primarily to the COVID-19 restrictions. A variety of training was provided to Councillors in 2020/2021, including the following.

- Social Media for Councillors – On-line Training (12 August 2020) – 1 of 9 Councillors accessed training
- Communicating Councils Priorities – On-line Training (18 August 2020) - 1 of 9 Councillors accessed training
- Audit Risk & Improvement Committee - on-line Training (18 December 2020) – 1 of 9 Councillors accessed training.

Allowances	$
Mayoral allowance	38,690
Councillors' fees and allowances	78,068
Councillors' expenses (see below)	19,208
Total Allowances	**135,966**

Expenses	
Advertising	0
Telephone/Internet	1,841
Conferences/Seminars	1,900
Training	800
Interstate visits	0
Intrastate travel	0
Overseas visits	0
Partners' expenses	0
Childcare	0
Catering	5,000
Events/Ceremonies	729
Mayoral & Councillor Vehicle allowances	8,108
Total Expenses	**19,208**

Councillors Attendance at Council Meeting

Meeting	Date	Abbott	Brown	Burns	Campbell	Collison	Driscoll	Fisher	Watts
Ordinary	27-Jul-20	✓	✓	✓	✓	✓	✓	✓	X
Extraordinary	3-Aug-20	✓	✓	✓	✓	✓	✓	✓	✓
Ordinary	31-Aug-20	✓	X	✓	✓	✓	✓	✓	✓
Extraordinary	28-Sep-20	X	✓	✓	✓	✓	✓	✓	✓
Ordinary	28-Sep-20	X	✓	✓	✓	✓	✓	✓	✓
Ordinary	26-Oct-20	✓	✓	X	✓	✓	✓	✓	✓
Extraordinary	10-Nov-20	✓	✓	✓	✓	✓	✓	✓	✓
Extraordinary	16-Nov-20	X	✓	✓	✓	✓	✓	✓	✓
Ordinary	30-Nov-20	✓	Resigned	✓	✓	✓	✓	✓	✓
Ordinary	14-Dec-20	✓	-	✓	✓	✓	✓	✓	✓
Extraordinary	14-Jan-21	✓	-	✓	✓	✓	✓	✓	✓
Extraordinary	21-Jan-21	X	-	✓	X	✓	✓	✓	X
Ordinary	22-Feb-21	✓	-	X	✓	✓	✓	✓	✓
Ordinary	29-Mar-21	X	-	✓	✓	✓	✓	✓	✓
Ordinary	26-Apr-20	X	-	✓	X	✓	✓	✓	✓
Ordinary	31-May-21	✓	-	✓	✓	✓	✓	✓	✓
Extraordinary	8-Jun-21	X	-	✓	✓	✓	✓	✓	X
Ordinary	28-Jun-21	✓	-	✓	✓	✓	✓	✓	✓

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 Surfacing	Various-Vendor Panel List	2019	3 years plus 1 year option	$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 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*
Design and construction of New Warbirds Visitor Attraction & Airport Terminal	Kingston Building Australia Pty Ltd	2021	Lump Sum	$7,298,214
Scone Regional Airport Airside Infrastructure Works	Daracon Contractors Pty Ltd	2021	Lump Sum	$7,754,050
Construct new Murrurundi Reservoir	Hornick Constructions Pty Ltd	2021	Lump Sum	$1,306,800
Design and construct Airport ground lighting and Apron Flood Lighting	Airport Lighting Specialists Pty Ltd	2021	Lump Sum	$423,096
Design, development, supply and installation of Warbirds Visitor Attraction Audio Visual Interpretive Scheme	Freeman Ryan Designs	2021	Lump Sum	$373,175

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)
Supply of Services	Various-Vendor Panel List	2021	2 years	$value unknown*
Hire of Plant	Various-Vendor Panel List	2021	2 years	$value unknown*
Supply and Delivery of 2x Catepillar 15/16 tonne Self Propelled Smooth Drum Rollers	Westrac Pty Ltd	2021	Quote	$738,980
Detailed design of Cassilis Sewer System	Cardino (NSW/ACT) Pty Ltd	2021	Lump Sum	$344,850
Construction of canteen and change rooms at Wilson Memorial Oval Murrurundi	The Flying Builder Pty Ltd	2021	Lump Sum	$537,269
Supply and Delivery of Electricity for Non-Contestable Sites (Small Consumption)	AGL	2021	2 years	$value unknown*
Design Services & documentation for Coulsons Creek Road (MR358) Rehabiliation	GHD Pty Ltd	2021	Lump Sum	$335,223
Earthworks and pavement construction at Bill Rose Netball courts	KCE Pty Ltd	2021	Lump Sum	$371,800
Reconstruction of independent living units 3 & 4 at Liverpool Lodge Murrurundi	Joss Facility Management	2021	Lump Sum	$373,954
Campbells Corner building roof replacement	Freestyle Roofing Pty Ltd	2021	Lump Sum	$377,278
Construction of Scone public amenities and building restoration at 133 Kelly Street Scone	The Flying Builder Pty Ltd	2021	Lump Sum	$537,621
Supply and delivery of Road Base Materials	Various-Vender Panel	2021	2 years with 1 year option	$value unknown*
Supply and Installation of Supply Only of Road Safety Barrier Systems	Various-Vender Panel	2021	2 years with 1 year option	$value unknown*
Supply and delivery of 1 motor grader	Westrac Pty Ltd	2021	Quote	$493,900
Provision of Commercial Cleaning Services	VGD Services Pty Ltd	2021	3 years with 2x 12mth options	$value unknown*
Design and construct the replacement of Cameron Bridge	Saunders Civilbuild Pty Ltd	2021	Lump Sum	$1,906,952
Provision of Legal Services	Various-Vender Panel	2021	3 years with 2x 12mth options	$value unknown*

Contract value based on schedule of rates to supply goods and services as and when required by Council. The value over the term of the contract may be in excess of $250,000 (incl GST).

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 2020 to 30 June 2021.

Workers compensation and other employment matters, public liability and professional indemnity claims are not included in the summary.

No debt collection recovery action has been undertaken by Council during the year due to COVID-19 Restrictions and legislation.

Category/ Legal Matter	Status/ Comments	Costs
Planning matters	Finalised for the year	$45,115
General legal advice	Not applicable	$80,093
Rates/water recovery action	Finalised for the year	$0
	Total	**$125,208**

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 2020/2021.

Nature of Work	Costs
Bitumen sealing and repairs	$21,834
Water connections / repairs / other	$48,743
Private rural road repairs	$14,716
Plant hire	$4,123
Sewer	$
Rural road grid signs	$14,453
Contract Works	$13,504
Other	$0
Total	**$130,219**

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 2020/21, Council made available the following financial assistance:

1. Council provided hardship rate relief and rates donations under s601 and s356 of the Local Government Act 1993 amounting to: **$2,133**

2. Council provided the following concessions, relief from rates and charges.

Pensioner concessions	General	$257,115
	Water	$73,676
	Sewer	$69,153
Postponed rates		$1,306
Small debts		$1,310
Conservation agreement		$6,355
Total		**$408,915**

3. Council provided donations and support for numerous organisations and individuals during the year for the following programs:

Cultural activities and grants	$28,142
Community groups	$32,324
School & Education	$7,760
Sporting groups & representations	$1,000
Total	**$69,226**

Statutory Statements

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 2020/21 this was Arrow Collaborative Services 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 Horse Festival
- 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.

Statutory Statements

- 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 2021 the General Managers remuneration packages totalled:

Salary Component	$130,760
Bonus/Performance	$0
Employee's Contribution to Super	$13,455
Non-Cash Benefits	$5,605
Fringe Benefits Tax	$6,091
Total	**$155,911**

The only identified senior staff in 2020/21 is the General Manager. Clause 217 (1) (e)

During the 2020/2021 year, Council was without a salaried General Manager for the period 21 August 2020 to 18 January 2021. During this time Council engaged the services of a locum Acting General Manager on a contract basis from 5 August 2020 to 30 October 2020 for a fee of $80,458 (this amount has not been included in the remuneration table).

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 $98,102 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 2020/21 financial year was $149,479 which was a 11 .8% decrease on the previous year which was due to reduced reliance on engagement of contract rangers following recruitment of a casual ranger during 2020/21 . 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 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

Statutory Statements

continues to work with rescue and rehoming organisations to prevent the euthanaising 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 $18,539 of which $13,022 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 2020/2021 .

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	150
Inspection of tourist and visitor accommodation	1
Inspections for premises with more than 2 dwellings	0
Issue of certificate of Compliance	83
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 2020/21 in a Recovery and Threat Abatement Plan.

CLAUSE 8(A)

Government Information (Public Access) Act 2018

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 22 formal requests for information.

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.

The Agency Information Guide provides details of what information Council holds and how you can obtain access.

Visit Councils 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 22 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 0 formal access application.

Statutory Statements

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	4	0	1	0	0	0	0	0	5	26%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	1	0	0	0	0	0	1	3	16%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	3	1	0	0	0	2	0	0	6	32%
Members of the public (other)	4	0	0	0	0	0	0	1	5	26%
Total	**12**	**2**	**1**	**0**	**0**	**2**	**0**	**2**	**19**	
% of Total	**63%**	**11%**	**5%**	**0**	**0**	**11%**	**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*	2	0	0	0	0	0	0	0	2	11%
Access applications (other than personal information applications)	10	2	1	0	0	2	0	2	17	89%
Access applications that are partly personal information applicationsand partly other	0	0	0	0	0	0	0	0	0	0%
Total	**12**	**2**	**1**	**0**	**0**	**2**	**0**	**2**	**19**	
% of Total	**63%**	**11%**	**5%**	**0**	**0**	**11%**	**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) .

Statutory Statements

CLAUSE 8(D)

Schedule 2: Statistical information about access applications to be included in annual report.

Table C: Invalid Applications

Reason for Invalidity	No of Applications	% of Total
Application does not comply with formal requirements (s41 of the Act)	1	100%
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	1	100%
Invalid applications that subsequently became valid applications	1	100%
Total	**3**	

Table D: Conclusive Presumption of Overriding Public Interest Against Disclosure: Matters Listed in Schedule 1 of Act

	No. of Times Consideration Used*	% of Total
Overriding secrecy laws	0	0
Cabinet information	0	0
Executive Council information	0	0
Contempt	0	0
Legal professional privilege	0	0
Excluded information	0	0
Documents affecting law enforcement and public safety	0	0
Transport safety	0	0
Adoption	0	0
Care and protection of children	0	0
Ministerial code of conduct	0	0
Aboriginal and environmental heritage	0	0
Total	**0**	

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

Statutory Statements

CLAUSE 8(D)

Schedule 2: Statistical information about access applications to be included in annual report.

Table E: Invalid Applications

	No. of Times Consideration Used*	% of Total
Responsible and effective government	1	33%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	33%
Business interests of agencies and other persons	0	0
Environment, culture, economy and general matters	1	33%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0
Total	**3**	

Table F: Conclusive Presumption of Overriding Public Interest Against Disclosure: Matters Listed in Schedule 1 of Act

	No. of Times Consideration Used*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	18	95%
Decided after 35 days (by agreement with applicant)	1	5%
Not decided within time (deemed refusal)	0	0%
Total	**19**	

Table G: Number of Applications Reviewed Under Part 5 of the Act (by type of review and outcome)

	Decision Varied	Decision Upheld	Total	% of Total
Internal review	0	1	1	20%
Review by Information Commissioner*	2	0	2	40%
Internal review following recommendation under	0	0	0	40%
Review by NCAT	2	0	2	40
Total	**4**	**0**	**5**	
% of Total	**80%**	**20%**		**100**

Statutory Statements

CLAUSE 8(D)

Schedule 2: Statistical information about access applications to be included in annual report.

Table H: Applications for Review Under Part 5 of the Act (by type of applicant)

	No of Applications	% of Total
Applications by access applicants	4	80%
Applications by persons to whom information the subject of access application relates (see s54 of the Act)	1	20%
Total	**5**	

Table I: Applications Transferred to Other Agencies

	No of Applications	% 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	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

Statutory Statements

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 2020/21.

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 2020/21.

However, Council resolved to accept offers from Hills of Gold Wind Farm Pty Ltd to enter into a voluntary Planning Agreement (VPA) which will provide contributions to a Community Enhancement Fund.

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 .

Council promotes awareness and understanding of the principles outlined in the Carer Recognition Act 2010. This is achieved by providing access to information, resources and support in the workplace for employees with caring responsibilities, or in turn, supporting people with caring responsibilities.

Council supports employees who are carers through its employment policies and encourages staff to discuss carer arrangements with their supervisor or manager.

Council's Consultative Committee provides a forum for employees for questions and discussion.

Council promotes R U OK Day and other awareness raising events every year, focusing on mental health and well-being of staff. Council also provides an Employee Assistance Program offering confidential counselling for work-related or personal problems.

Council regularly engages and consults with staff and community, including people with disabilities, carers and families to recognise and support the valuable contribution of carers.

Statutory Statements

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 2021
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	Council staff participated in Mental Health First Aid training. Council staff attended a range of training webinars including Autism & Sport and Enhancing Inclusiveness is the community 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 and webinars to support their practices.

Statutory Statements

Disability Inclusion Act 2014

Focus Area 1

Attitudes and Behaviours

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2021
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	A Council representative is a member of Transcare Board of Directors to support governance of this local NDIS provider. Worked collaboratively with local community groups to network and raise awareness of and support people living with 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 tai chi. Implemented the Sporty Kids in Profile (SKIP) for local clubs to provide coaches with a tool for parents to share information on their child's needs. Access and Inclusion Committee focuses on community concerns, achievements and support awareness raising projects. Council hosted an Advanced Care Planning session for older residents in the community. Worked collaboratively in the Cancer Council activities including CAN-ACT.
	Digital and hardcopy media promote positive information about people with disabilities	Log of media releases, advertisements and other Council documentation	Comms Coordinator	Short term 1 year	CS 8 .33, 2 .8	Ongoing
	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	Comms Coordinator	Short term 1-2 years	CS 8 .33, 2 .8	No requests to date

Statutory Statements

Disability Inclusion Act 2014

Focus Area 1
Attitudes and Behaviours

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2021
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	Regular updates to the Community directory on the Council website including developing a section specific to the disability sector. Disability services brochure reviewed for Murrurundi area Council subscribed to SportNSW providing access to resources from their Disability Sport Inclusion Department. Joined the Disability Hub for additional resources Disability Sports Australia. Active participation in the Upper Hunter Community Services Interagency and the Mental Health Network
Focus on positive contributions by highlighting achievements of people with a disability community groups	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	Access and Inclusion Committee focuses on community concerns, achievements, information sharing, networking and supporting awareness raising partnerships in the community
	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	Australia Day is an opportunity to acknowledge achievements nomination and acknowledgement of a local of people living with disability. Special Guest Invitation to a young person living with disability to present at the International Women's Day event. Australia Day Ambassador for UHS Council was a Paralympian who spoke at the Australia Day Ceremony.

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2021
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	Annually	CS 1 .2 , 1.3, 1.4, 2 .7	Support the Neighbourhood Centre to install an all ability inclusive playground at the sports complex in Scone and promote to the community. 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 webinar, with Children's Services highlighting local service providers who can assist parents who are concerned about possible developmental delays of their children Community Services Officers provide information and support to services and groups as needs emerge.
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 1-2 years	CS 2.8	A key role of the Access and Inclusion Committee is to support Council consultation processes.

Statutory Statements

Disability Inclusion Act 2014

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 2021
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	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 consulted on the Scone revitalisation plans and made recommendations to Council.
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	Ongoing

Statutory Statements

Disability Inclusion Act 2014

Focus Area 2

Creating Liveable Communities

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2021
	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 year	CS 1 .1, 1 .3	Achieved 2019
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	Ongoing through revitalisation planning
		Meeting convened with Chambers/ Progress Associations in each town to highlight issue (representatives with disability to be included)	Manager Business Enterprise & Tourism	Short term 1-2 years		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		CS 1 .2, 1 .4	Ongoing
	Review Council halls and community centres in regard to standards	A set of prioritised improvements is developed	Manager Community Services & Building Maintenance	Annually	CS 1 .1,1 .3	Ongoing

Statutory Statements

Disability Inclusion Act 2014

Focus Area 2

Creating Liveable Communities

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2021
Progressively upgrade Council owned assets to meet Access to Premises Standards or relevant best ractice approach				Short term 1-2 years	CS 1 .1, 6.24, 6.25	Council infrastructure projects include consideration and provision for accessibility and inclusion issues. Pram ramp upgrades completed at the hospital in Scone, Old Court Theatre, St Mary's Primary School and Aberdeen Public School. Footpath extensions completed in Merriwa & Aberdeen. Upgrade to kerb, gutter, mid-block crossing and footpath access to Scone Grammar School. Improved designated parking in Scone. Multiple all weather shelters constructed at Bill Rose Sports Complex
	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	Completed 2019 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	As a result of consultation, a funding application has been lodged for the refurbishment of pool amenities.
Increase the number of accessible toilets tables in key areas of CBDs and adult change	Review current ocation 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	Disabled access toilets for Driver Revive at King George Ave Merriwa –complete. - complete Disabled access toilet upgrade at Wilson Memorial Oval, Murrurundi – works ongoing Investigated funding opportunities for further improvement to facilities across the Shire.
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		Manager Community Services	Short term 1 year	CS 1 .2, 1 .4, 4 .15, 8 .34, 7.28, 2 .8	Achieved Representatives from disability sector attend Councils S355 Community Services Committee

Statutory Statements
Disability Inclusion Act 2014

Focus Area 2
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 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.

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2021
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	Review of Policy and Procedure is ongoing

Statutory Statements

Disability Inclusion Act 2014

Focus Area 2

Creating Liveable Communities

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2021
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 .1,1 .3,1 .4	Achieved
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	Short term 1-2 years	CS 5 .20,1 .3	

Statutory Statements
Disability Inclusion Act 2014

Focus Area 2
Supporting Access To Meaningful Employment

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 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 2021
Ensure Council communications can be accessed by people with disabilities.	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	Comms Coordinator	Short term 1 year	CS 2.8	Consultation with Access & Inclusion Committee working party met to determine interest (will be functioning in 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	Successful funding application Heart Foundation - Tai Chi Everyone Can Play Grant application for playground in Aberdeen – waiting on announcement.
	Establish and seek nominations for a Disability Advisory Committee of Council	Committee is established	Manager Community Services		CS 8 .30, 7 .28	Achieved
	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	Comms Coordinator	When S355 positions are filled during the term of Council	CS 8 .30, 7 .28, 8 .34	Ongoing

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 2020/2021. This covers grant funding actually received by Council in 2020/2021 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 and NSW Government Regional Growth Economic Activation Fund
Murrurundi & Merriwa Waste Transfer Facilities Closure and planned upgrade	NSW Government Waste Less Recycle More
Bill Rose Netball Courts Upgrade	NSW Government Stronger Country Communities Fund Round 3
Murrurundi Youth Park	NSW Government Stronger Country Communities Fund Round 3
Merriwa CBD Refurbishment	NSW Government Stronger Country Communities Fund Round 3
McKinnon Oval Aberdeen Upgrade	NSW Government Stronger Country Communities Fund Round 3
Camerons Bridge Replacement	NSW Government Fixing Country Roads
'We LIVE Here – We SPEND Here'	NSW & Federally funded Bushfire Community Resilience & Economic Recovery Fund
Moonan Brook Rd Initial Seal & upgrade	State Government Fixing Local Roads
Scone to Murrurundi Pipeline	Safe and Secure Water Program Round 3
Village Reticulation Scheme	Safe and Secure Water Program Round 2 and 3
Cassilis Sewerage Scheme	Safe and Secure Water Program Round 3
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
Merriwa Family Support Network	Empowering our Communities Grant
Greenthumbs Project	Drought Resilience
Merriwa Race course Amentities Upgrade	NSW Government Crown Lands Showground Stimulus Program Phase 2
Merriwa Showground shed and yards upgrade	NSW Government Crown Lands Showground Stimulus Program Phase 2
Merriwa Showground Boundry Fence Upgrade	NSW Government Crown Lands Showground Stimulus Program Phase 2
White Park Complex Electrical Supply Upgrade	Federal Government Resourses for Regions Round 7
Cassilis Village Hall and Playground Upgrade	Federal Government Resourses for Regions Round 7
MAGIC Business Case	Federal Government Resourses for Regions Round 7
Bus Shelter program	NSW Government Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)
Kelly Street Outdoor Dining	NSW Government - Streets as Share Places Program
St Aubins Square	NSW Government Public Spaces Legacy Program
Upper Hunter Shire Australia Day Celebrations	Federal Government COVID safe Australia Day Program
Campbells Corner Roof Replacement	Federal Government Local Roads & Community Infrastructure Fund - Phase 1
Merriwa Caravan Park Site Office	Federal Government Local Roads & Community Infrastructure Fund - Phase 1
Merriwa Driver Reviver Amenities	Federal Government Local Roads & Community Infrastructure Fund - Phase 1

Council acknowledges the contributions and thanks the above organisations for assisting Council in deliverying valuable services to its Community.

Acknowledgement of Grant Funding

Continued

Program / Project	Provider
Murrurundi RSL Memorial Gates	Federal Government Local Roads & Community Infrastructure Fund - Phase 1
Murrurundi Mayne St Kerb & Gutter	Federal Government Local Roads & Community Infrastructure Fund - Phase 1
Wilson Memorial Oval Stage 2	Federal Government Local Roads & Community Infrastructure Fund - Phase 1
Christmas on Kelly St	NSW Planning, Industry & Environment - Summer Fund
Barrington Forest Road - Initial Seal and Upgrade - Stage 1	NSW Government Fixing Local Roads
Merriwa Driver Reviver Upgrade	NSW Government Driver Reviver Program
14 Bridge Replacement Program	NSW Government Fixing Country Bridges Program
Guardrail Replacement Program	Federal and NSW Governments Road Safety Program
Bunnan Road (MR62) Shoulder Widening	Federal and NSW Governments Road Safety Program
Upper Hunter Hall Crawl	NSW Givernment Bushfire Community Resilience and Recovery Fund
Horse Festival Family Concert	NSW Government Regional Tourism Bushfire Fund
Murrurundi SES Shed Upgrade	NSW State Emergency Services
Abbottsford Park Toilet facilities upgrade	Federal Government Drought Communities Program
Adverse Event Plan	Federal Government Drought Communities Program
Gundy Tennis Courts Upgrade	Federal Government Drought Communities Program
Jefferson Park River Walk	Federal Government Drought Communities Program
Merriwa Pool BBQ Area	Federal Government Drought Communities Program
Moonan Flat Memorial Hall Irrigation	Federal Government Drought Communities Program
Rosedale Sporting Complex canteen upgrade	Federal Government Drought Communities Program
Rouchel Tennis Courts Upgrade	Federal Government Drought Communities Program
White Park Complex Campdraft Arena	Federal Government Drought Communities Program
Refubishment Bill Rose Complex Scone Cricket Nets	NSW Government - Office of Responsible Gambling
Bill Rose Sporting Complex Playground Redevelopment	NSW Government - Office of Responsible Gambling
Wilson Memorial Oval Upgrade	NSW Government - Stronger Country Communities Fund Round 2
Scone Park Field Upgrade	NSW Government - Stronger Country Communities Fund Round 2
Harrison Oval Upgrade	NSW Government - Stronger Country Communities Fund Round 2
Merriwa Skate Park Upgrade	NSW Government - Stronger Country Communities Fund Round 2
Amaroo Park Toilet Facility	NSW Government - Stronger Country Communities Fund Round 2
Merriwa Oval Upgrade	NSW Government - Stronger Country Communities Fund Round 2
Scone Gymnastics Centre Refurbishment	NSW Government - Stronger Country Communities Fund Round 2
Scone Regional Airport Redevelopment and Hunter Warbirds aviation centre	Federal Government Regional Airport Funding, NSW Government Regional Growth - Environment and Tourism Fund, NSW Government Drought Stimulus Program
Bunnan Road (MR62) Widening and Pavement Strengthening	NSW Government Fixing Country Roads Program
Omadale Brook Bridge Replacement	NSW Government Fixing Country Roads Program
Nandowra and Dartbrook Road Drainage Upgrade	NSW Government Mine Affected Road Program

Council acknowledges the contributions and thanks the above organisations for assisting Council in deliverying valuable services to its Community.

Government Information (Public Access) Act Annual Report

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 2020/2021. This covers grant funding actually received by Council in 2020/2021 and not funding we were advised that we are receiving and will be included in the next financial year.

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.

Government Information (Public Access) Act Annual Report

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 & Statements including Asset Reporting

UPPERHUNTER.NSW.GOV.AU

UPPER HUNTER SHIRE COUNCIL