



# Annual Report

2021 - 2022

Community Strategic Plan 2027

A quality rural lifestyle,  
in a vibrant, caring and sustainable community.



Acknowledgement of Country

Ngayan marrungku paran wiyau Wanaruah,  
mirumalikan para ani parraykupa, ngatan ngayan  
marrung wiyau 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.**

# Contents

## Section 1

### Introduction

Upper Hunter Shire	1
Mayor's Message	3
General Manager Message	4
Councillors	5
Organisation	6
IP&R	7
Community Priorities	8
Strategic Directions	9

## Section 2

### Key Achievements

<b>G1</b> Supported Community	11
<b>G2</b> Connected, healthy and happy community	14
<b>G3</b> Protect the natural environment	17
<b>G4</b> Plan for a sustainable future	19
<b>G5</b> A sustainable and prosperous economy.	22
<b>G6</b> Increase, enhance and maintain civil infrastructure, Community assets and open spaces to meet the needs of current and future generations.	24
<b>G7</b> 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	26
<b>G8</b> Provide Community leadership.	28
<b>G9</b> Advocate for the Community	30

## Section 3

### Delivery Program Objectives, Strategies and Performance

<b>Administration</b>	<b>33</b>
Asset Management	33
Communications	34
Corporate Services	35
Customer Services	36
Depot Operations	37
Financial Services	38

Fleet Management	39
General Management	40
Human Resources	41
Information Services	42
Infrastructure Projects Support	43
Revenue Services	44
Stores/Purchasing Services	45
Sustainability	46
<b>Community Services and Education</b>	<b>47</b>
Administration and Education	47
Aged Care	
Gummun Place Hostel	48
Independent Living Units	49
Children's Services	
Before and After School Care	50
Early Learning Centre	51
Family Day Care	52
Social Protection	53
Youth Services	54
<b>Economic Affairs</b>	<b>55</b>
Camping Areas and Caravan Parks	55
Community Connect Services (CCS)	56
Economic Promotion	57
Private Works	58
Real Estate	59
Saleyards	60
Tourism and Area Promotion	61
<b>Environment</b>	<b>62</b>
Stormwater Management	62
Street Cleaning	63
Waste Management	64
<b>General Purpose Revenue</b>	<b>65</b>
Rates, Grants and Interest Revenues	65
<b>Governance</b>	<b>66</b>
Council Services	66
<b>Health</b>	<b>67</b>
Health Services	67






<b>Housing and Community Amenities</b>	<b>68</b>
Low Income Housing	68
Public Cemeteries	69
Public Conveniences	70
Street Lighting	71
Town Planning	72
<b>Mining, Manufacturing and Construction</b>	<b>73</b>
Building Control	73
Quarry Operations	74
<b>Public Order and Safety</b>	<b>75</b>
Animal Control	75
Emergency Services	76
Fire Service Levy and Fire Protection	77
Local Government Regulation Enforcement	78
<b>Recreation and Culture</b>	<b>79</b>
Community Centres and Halls	79
Cultural Services	80
Museums	81
Other Sport and Recreation	82
Parks and Gardens	83
Public Libraries	84
Sporting Grounds and Venues	85
Swimming Pools	86
<b>Transport and Communication</b>	<b>87</b>
Aerodrome	87
Bridges – Local	88
Footpaths and Cycleways	89
State Roads	90
Roads - Local	91
Roads - Regional	92
Transport Ancillaries	93
<b>Water Services</b>	<b>94</b>
<b>Sewage Services</b>	<b>95</b>
<b>Section 4</b>	
Statutory Statements	96
Acknowledgement Of Grant Funding	122
Government Information (Public Access) Act Annual Report	124
Financial Summary and Statements, including Asset Reporting	126

# Upper Hunter Shire

Upper Hunter Shire is located in the Hunter region of New South Wales, about 250 kilometres north of Sydney. It is bound by Liverpool Plains Shire and the Tamworth Regional Council area in the north, Mid-Coast Council and Dungog Shire in the east, Singleton Council 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 townships in the Shire are Scone and Aberdeen to the south, Murrurundi to the north and Merriwa to the west. Nestled among our main townships are many local villages and rural communities.

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	8,100km <sup>2</sup>
	National Parks	686km <sup>2</sup>
	Population	14,254
	Labour Force	5,260 jobs
	Annual Economic Output	\$1.805 billion







# Mayoral Message



**Cr Maurice  
Collison**

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I am pleased to present the Upper Hunter Shire Council Annual Report for 2021/2022 which provides a snapshot of Council's achievements for the past 12 months.

Reading through Council's Annual Report 2021/2022, it is wonderful to see the range of completed projects delivered and services provided over the last year. I am very proud of the efforts of the organisation to continually step up for the community and implement a number of exciting projects that help make our Shire better.

I was particularly thrilled with the opening of the Hunter Warbirds Aviation Attraction at Scone Airport. This multi-million dollar project is the jewel in the crown for Hunter Valley tourism and we all should be amazed with this facility. Not only does the attraction bring a number of jobs to the region, it has created a hub of activity at the airport.

The delivery of community infrastructure also played an important role in keeping our economy moving, adding to our wonderful lifestyle. Highlights include completion of the restoration of the Murrurundi Memorial Gates, as well as, the start of the demolition and rebuild of Cameron Bridge at Rouchel.

Merriwa also received an upgrade to the Merriwa Racecourse including a new amenities block with showers and accessible toilets.

These projects ensure the Shire continues to lay the foundation for us to continue to support residents and businesses in 2022-23 in the best way possible.

I would like to thank my fellow Councillors for their support and commitment to the Shire over the past year. I would also like to thank all the staff at Council for their passion and dedication to serving the Upper Hunter Shire.

Our Shire is full of potential and I look forward to continuing to work towards a brighter and more positive future for the Upper Hunter Shire.



# General Manager's Message



**Greg  
McDonald**

This past financial year has been another fraught with challenges. As we emerged from the worst parts of the COVID-19 pandemic, we were faced with yet another year of wild weather events. Throughout all of this, Council has proven to be an agile, resilient and capable organisation that has met these challenges head on.

I would like to begin by thanking the Councillors who served during the 2016 – 21 electoral term for their dedication to the Upper Hunter Shire and for their many contributions to our community. I would also like to welcome and thank our new Councillors who were elected in 2021 for their support and commitment over the past 6 months.

The COVID-19 pandemic continued into the year and along with it, its impact on business and community. Council again showed great resolve responding to changing government health advice, providing important communicative channels to the community and ensuring we continued to deliver on our commitments to the community.

Despite COVID, it was great to see the community come together again in a series of community events that have had to deal with long hiatuses. We were excited to welcome back 'Warbirds over Scone' and 'Merriwa

Festival of the Fleeces' once again, both attracting thousands of visitors to the area.

This year also brought with it heavy rainfall and flooding which placed further strain on our infrastructure and assets. With a small rate-payer base, it is an ongoing challenge to ensure that not only our infrastructure is adequately maintained, but also improved to meet the emerging needs of our community. We are fortunate as a community of Council's commitment in securing additional funding sources to combat this strain, with \$8,181,577 secured in grant funding during the 2021/2022 financial year.

Council also continued to deliver on its bridge replacement program during the 2021/2022 financial year. Cameron Bridge was completed and opened to traffic in June 2022. The \$2.5 million investment in our local infrastructure was jointly funded by the NSW Government's Restart NSW Fixing Country Roads Program, the Federal Government's Bridges Renewal Program and Upper Hunter Shire Council. The tender was awarded for the detailed design and construction of nine bridges around Murrurundi. The \$5.2 million investment in our local infrastructure is jointly funded by the NSW Government's Transport for NSW Fixing Country Bridges Program and Upper Hunter Shire Council. The

bridges include Little Street Bridge over Cohens Gully, three bridges over Scotts Creek and five bridges over Warlands Creek.

In total Council spent \$28.35 million on capital expenditure for 2021/2022 with \$6.57 million spent on the Scone Memorial Airport, \$11.68 million spent on roads, \$2.71 million spent on bridges, \$2.78 million spent of the water and sewer networks with the majority of the balance on recreational infrastructure across the Shire.

This past year also saw the launch of our flagship aviation attraction Hunter Warbirds. The multi-million dollar, world class facility was opened to the public during the return of Warbirds over Scone, showcasing the facility to thousands of visitors during its opening weekend. In its short history, Hunter Warbirds has already gained steady growth and has developed a dedicated audience.

I would like to thank all of the staff at Upper Hunter Shire Council for providing diligent service to the community during challenging times to ensure Upper Hunter Shire continues to be a great place to call home.

# Councillors

Upper Hunter Shire Council consists of 9 Councillors who are elected by the residents of the Shire every 4 years.



## Current Councillors



Cr Maurice Collison  
Mayor



Cr James Burns  
Deputy Mayor



Cr Sue Abbott



Cr Ron Cambell



Cr Tayah Clout



Cr Elizabeth Flaherty



Cr Allison McPhee



Cr Lee Watts



Cr Adam Williamson

## 2021 Councillors

Cr Maurice Collison - Mayor

Cr Kiwa Fisher - Deputy Mayor

Cr Sue Abbott

Cr James Burns

Cr Ron Cambell

Cr Lorna Driscoll

Cr Lee Watts









# Organisation

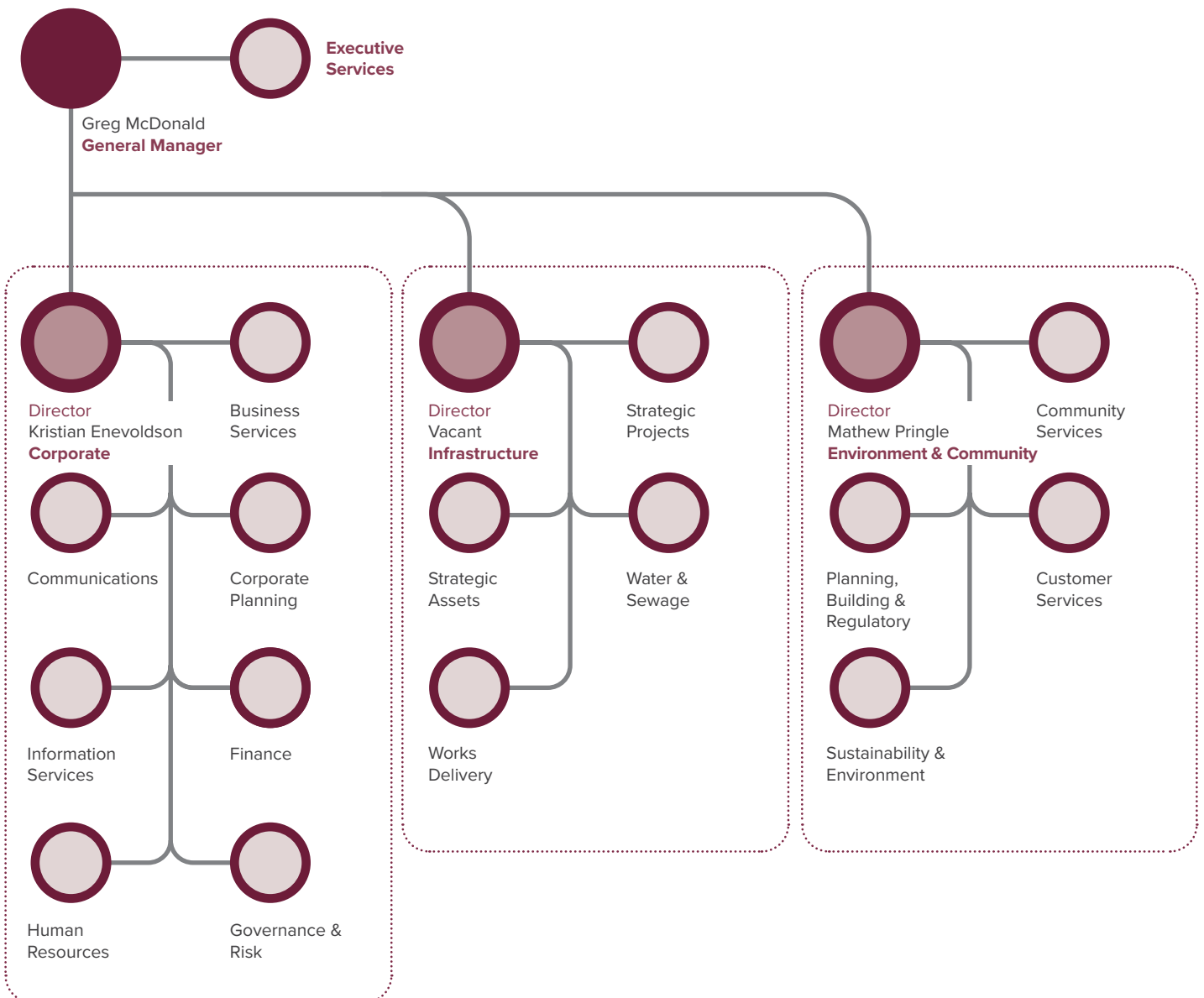
## Vision

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

## Values

-  Mutual 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.

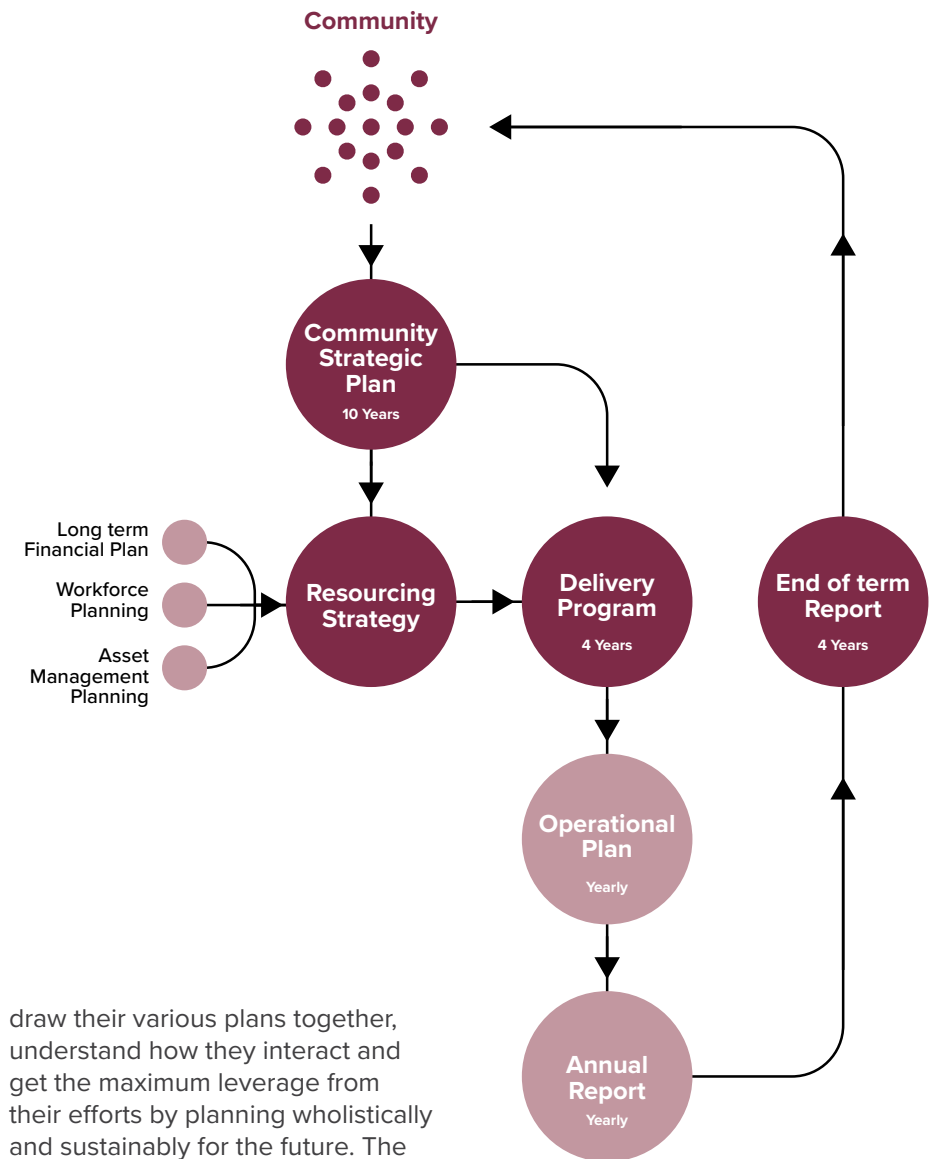
# Structure



# 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.

**A new Community Strategic Plan, Upper Hunter 2032 was adopted in July 2022. The 2022/2023 Annual Report will align to this.**



# 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 who 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 2032 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 needs. 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.

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## Community Life

 Australia Day Murrurundi



### Key Achievements

The Community Services section has worked collaboratively with a diverse range of agencies and community groups to enhance services delivery for vulnerable families. This is funded through the Targeted Early Intervention program of Department of Communities and Justice.

Council hosted Australia Day ceremonies and family fun day activities in Merriwa, Murrurundi and Scone. The Australia Day awards acknowledge the achievements of individuals and Community groups in Upper Hunter Shire.

Council developed the Disability Inclusion Action Plan 2022-2026, which includes strategies to improve the lives

of people with disability. A highlight is the strong partnerships that have been developed with NDIS providers to investigate and source suitable sporting opportunities that can be funded through individual NDIS packages.

The Early Learning Centre provided a long day care service in Scone for children six (6) weeks to school age. Care is provided 7am to 6pm weekdays and is available for 51 weeks per annum with one week's closure over the Christmas/New Year period. The Centre is registered with the National Childcare Accreditation Council and licensed with the Department of Community Services for up to 46 places and provides care in three rooms, Rainbows, Moonbeams and Starbrights.

Family Day Care (FDC) provided support to families using care with our service and referred them onto relevant support agencies. Support was provided to vulnerable families using the service through appropriate programs and support services.

FDC supported educators to provide an inclusive service. They liaised with the Inclusion Support Program for advice and practical support and worked with educators and families to identify children with additional needs or requiring support and make appropriate referrals. Staff worked with families and specialists to develop Health Care Risk Management Plans for children with medical needs or disabilities.



## Key Achievements

Family Day Care liaised and collaborated with other Early Childcare services and actively participated in the Visible Wellbeing program.

Gummun Hostel continues to provide a high standard of aged care to all residents to ensure they are able to maintain their independence in a safe environment. A weekly activity program is provided to residents, which includes outings to places of interest in the community and going out for a meal.

Youth centres at Scone, Merriwa and Murrurundi provided educational and recreational programs for young people. COVID-19 restrictions limited the numbers and Youth staff relied heavily on technology as the sole means of communicating with the main focus being to stay connected as often as we could with the young people and their families.

Youth Services provided early intervention services to vulnerable young people and their families including;

- Advice and Referrals
- Education advice and support
- Family support
- Counselling
- One on one mentoring

Local schools have been involved in regular Youth Council meetings where students are encouraged to develop and showcase strong leadership skills. . By linking resources with likeminded people they were able to collaborate ideas, which along with government funding, enabled them to put on various community and holiday projects such as Community Assistance and Support Program (Aboriginal Art Program ), Burn Bright Youth camp and Promote Homelessness

Awareness Day which encouraged Young People to sleep out rough at home eg in a tent or on a couch or sleeping bag.

Group numbers and responses were recorded which gave UHSC Youth Services the information required to acknowledge that these events were a success.

Our libraries provided a range of services to the community including;

- Free library membership
- Free wifi in all branches
- Printing, photocopying and email facilities
- Ebooks, Emagazines, large print and audio books
- Home delivery of resources and materials to library users who are housebound and unable to visit a branch.

Council has worked collaboratively with Upper Hunter Homeless Support to provide supported low income and emergency housing to vulnerable tenants in Merriwa and Scone. The Scone property is specifically for families experiencing family and domestic violence.

Council provides 16 independent living units in Murrurundi and Merriwa which include facilities for older people.

Council was represented on a diverse range of networks in the local area to discuss issues and advocate for services. These include community, youth, mental health, domestic violence, crime prevention and the local drug action team.

 Storytime at the library







**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.

**Key Challenges & Opportunities**

**Remote Communities**

Working in a rural area encompassing approximately 8100km<sup>2</sup> 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%, 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.

**Strategies**

**G2 CS5**

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

of residents including younger children, older children, adolescents, families, seniors and people with a disability.

**G2 CS6**

Support existing education facilities and enhance learning opportunities.

**G2 CS8**

Provide information and opportunities for everyone, especially those that are disadvantaged to participate fully in our Community life.

**G2 CS7**

Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs

**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



**Community  
Life**

**Key Achievements**

A range of social and cultural activities were hosted to encourage participation and celebrate inclusivity in the shire including;

- Seniors Festival
- Youth Week
- Reconciliation Week Flag Raising Ceremony
- NAIDOC Week
- Upper Hunter Hall Crawl series delivered in rural halls of Cassilis, Timor and Bunnan to reduce social isolation and encourage community connectedness.

Council was involved in a range of sporting programs to encourage community participation;

- Holiday and school gymnastics and athletics programs in Scone, Merriwa, Aberdeen and Blandford.
- Partnered with Scone Triathlon Club to offer free pool entry, free aqua aerobics and free swimming lessons on Sundays in Scone.
- Delivered Tai Chi in Murrurundi and Fitter for Life sessions in Merriwa.
- Assisted schools to deliver sporting schools programs, including tennis and yoga.
- Promotion of gravel and road bike riding within the Upper Hunter to increase cycling participation amongst local residents and to increase tourism.
- Partnered with the Merriwa community to deliver an organised bicycle ride along Coulson’s Creek Road, attracting 130 cyclists and their supporters to the local area.
- Parkour holiday sessions delivered for Scone Youth Centre participants.

- Assisted the tennis coach to commence a weekend junior tennis competition, which attracted 30 participants initially and has continued to grow.
- Delivered a women’s social sixers cricket competition which attracted 40 females to play on a Friday evening.
- Re-established the Heart Foundation Walking group in Scone and commenced a new group in Murrurundi.

Council partnered with Two Wheel Tours to deliver an organised gravel bicycle ride from Gundy through Timor to Ellerston, attracting 120 cyclists.

Physical activity was encouraged through Walk2School Day, Ride2School day, weekly training sessions for triathlon, running and cycling.







 Upper Hunter Hall Crawl

## Key Achievements

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

- Upper Hunter Mental Health Network
- Upper Hunter Homelessness Support Board Meetings
- Merriwa Family Support Network
- Upper Hunter Youth Services
- Transcare
- Upper Hunter Community Interagency
- Upper Hunter Rural Services Support Network
- Community Drug Action Team
- Upper Hunter Domestic Violence Committee.
- Local Area Health Committees

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

Hosted 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, to support local organisations in organising cultural activities and celebrations in the community.

Youth Services facilitated a range of programs and skills group in local schools including;

- Emoji
- Healthy Relationships
- Free To Be Body Beautiful put together by the Butterfly Foundation
- Feeling Fantastic
- Rules and Relationships.

Family Day Care hosted a virtual ‘Transition to School’ presentation for families, Early Childcare services and schools.

The libraries offered a range of innovative programs including;

- Craft bags with activities for children during COVID that related to the online Story time.
- Card making group and craft groups
- Coding groups and tech help services
- Book clubs, scrabble and other activities.

The libraries has developed strong partnerships with local schools, preschool, and Early Learning Centre to offer activities in Book Week, NAIDOC Week, Harmony Day, National Simultaneous Storytime, NSW online storytime where we post every Wednesday stories read by staff and holiday programs with external performers and artists to provide entertainment for children. A highlight is the ‘1000 books before school’ program to enhance learning opportunities and promote literacy in children.

Council coordinated seven free Mental Health First Aid courses in Cassilis, Merriwa, Murrurundi, Scone and Aberdeen successfully training over 100 staff, not for profit community workers and community members.

Council supported infants 0-5years via Merriwa Create and Grow Playgroup to improve school readiness, support isolated, vulnerable parents and link families to services.

Council facilitated a series of native plant seed collection and planting workshops in Merriwa to protect and promote native flora endemic to Upper Hunter. Council also partnered with Local Land Services, Upper Hunter Landcare and Merriwa Landcare to develop a Merriwa community native nursery plan, source a suitable site and lodge a DA.





**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.**

**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 the 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.

**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**



## Built and Natural Environment

### Key Achievements

#### Power Purchase Agreement

Council, along with five other Councils in the Hunter/Central Coast region, entered into a long-term agreement with Mojo Power backed by new renewable electricity generation projects. The agreement would supply Council's large sites and street lighting from 100% renewably sourced electricity, representing 20% of Council's corporate greenhouse gas footprint. Unfortunately, the agreement was terminated by Mojo Power in June 2022 and Council was required to enter into a new contract with another renewable electricity provider

#### Climate Change Strategy and Action Plan

Council adopted the Climate Change Strategy and Action Plan, which sets out a range of actions for Council to implement over coming years to reduce Council's corporate greenhouse gas emissions. A number of the actions outlined in the strategy have now been introduced including a FOGO kerbside collection service, development of an

emissions reduction masterplan and upgrades to street lighting to LEDs.

#### Community Garden and Nursery

Council approved a new community garden in Scone and submitted a development application for a community nursery in Merriwa.

#### Town and Village Tree Preservation and Management Policy

In May 2022, Council adopted a Town and Village Tree Preservation and Management Policy in recognition of the important role that trees play in our towns and villages and the wide range of benefits they provide to the community and the environment.

The policy applies to all trees located on Council controlled land and all trees in non-rural areas of the Upper Hunter Shire.

The policy will encourage the preservation of trees in urban areas of the Upper Hunter Shire for the benefit of future generations.



## 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.

### 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 the 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.

### 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





## Built and Natural Environment

### Key Achievements

#### Merriwa Heritage Conservation Area

Council endorsed a planning proposal to amend the boundaries of the Merriwa Heritage Conservation Area by amending the heritage map of the Upper Hunter Local Environmental Plan. The amendment was needed to remove discrepancies between the map and the areas of actual heritage significance within Merriwa. The LEP amendment commenced on 1 April 2022.

#### Murrurundi and Merriwa Waste Transfer Stations

Council endorsed proposals for new waste transfer stations in Murrurundi and Merriwa and undertook community consultation including public meetings. The Murrurundi proposal received strong opposition from the local community, and as result, an alternative location for the transfer station was identified. Negotiations in relation to possible acquisition of the alternative site are still ongoing. The proposed Merriwa transfer station on Cullingrall Road was endorsed by Council following public consultation.

#### Mount Pleasant Optimisation Project

Council resolved to enter into a Voluntary Planning Agreement (VPA) with MACH Energy in relation to the

Mount Pleasant Optimisation Project. Whilst the project is located in the adjoining local government area of Muswellbrook, the Environmental Impact Assessment submitted with the State Significant Development Application recognises impacts associated with the proposed development to the community in the vicinity of Aberdeen and surrounds.

The Planning Agreement provides that the developer, MACH Energy, will contribute \$250,000 per annum towards public purposes for the benefit of Aberdeen together with \$25,000 per annum towards the employment of engagement of an Aboriginal Community Liaison Officer.

Notwithstanding the agreement, Council submitted an objection to the project in line with its position statement on coal mining and coal seam gas activities.

#### Upper Hunter Local Environmental Plan Amendments

Council endorsed a number of amendments to the Upper Hunter LEP 2013 including an amendment to the Natural Disasters Clause (Clause 5.9) to expand its application to additional zones (B2 Local Centre and B4 Mixed Use) to support recovery efforts and minimise impacts for the victims of recent severe weather and flooding. In addition, Council adopted Clause 5.22

Special Flood Considerations which are particular flood risk considerations that a consent authority must be satisfied with before granting consent to certain types of development. These special flood considerations include that the development:

1. will not affect the safe occupation of and efficient evacuation of people in the event of a flood, and
2. incorporates appropriate measures to manage risk to life from flood, and
3. will not adversely affect the environment in the event of a flood.

📷 School children at Clean Up Australia Day, 2022



**Food Organics/Garden Organics Collection Service**

Preparations were made throughout the year for the introduction of a new Food Organics/Garden Organics (FOGO) kerbside collection service on 1 July 2022. Activities included entering into a contract with Loop Organics for the processing of organic material; extensive promotion and community consultation; and the delivery of new bins, caddies and compostable bags to residents and businesses across the Upper Hunter Shire. It is expected that introduction of the new service will divert approximately 1700 tonnes of organic material from Council’s landfills per annum and result in a significant reduction in waste levy payments.

**Local Heritage Grants**

A number of small heritage restoration projects were funded under Council’s Local Heritage Assistance Grants Program in 2021/2022 with funding provided by Council and Heritage NSW. Projects included reconstruction and painting of stable doors at St Aubin’s Arms in Scone and external painting and roof plumbing at a former bank building in Aberdeen.

**Flood Studies**

Work continued throughout 2021/2022 on reviews and updates of the Aberdeen and Scone Floodplain Risk Management Studies and Plans.

**Upper Hunter Development Control Plan**

Council continued preparing a draft update to the Upper Hunter Development Control Plan 2015 and held a series of Councillor workshops on the new draft chapters.

**Aboriginal Heritage Study**

Council successfully applied for a grant of \$19,800 for Stage 2 of the Upper Hunter Aboriginal Heritage Study – further consultation and management. The project involves further consultation with the Aboriginal community and the preparation of a redacted version of the final report that will be publicly available.

The purpose of further consultation is to work with cultural knowledge holders to identify culturally sensitive areas and ways to present this information that is culturally appropriate. This will inform any management and conservation recommendations for Upper Hunter Shire Council.

Consultation with Local Aboriginal Land Councils (LALCs) and other Aboriginal community stakeholders commenced in 2021/2022.



**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.

**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 of commerce 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.

**Strategies**

**G5 CS18**

Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.

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 CS19**

Encourage retail and commercial business to locate and prosper within our Shire.

**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 CS20**

Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment

**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**





## Economy and Infrastructure

### Goal 5 A sustainable and prosperous economy

#### Key Achievements

We LIVE Here program has continued to grow and develop with a dedicated website which showcases small businesses. The program reached a record \$984,000 loaded making it one of the most successful in NSW and projected to reach the \$1 million mark early in the new financial year. Over \$800,000 has been invested into our local economy (including Muswellbrook Shire).

The three Visitor Information Centres recorded 8,739 visitors. This reduction was largely due to the ongoing effects of the COVID-19 pandemic.

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.

The final phases of the construction of the airport terminal and the new tourist attraction, Hunter Warbirds, which is located within the terminal building continued during the July to March period.


The magnificent warbirds that were to be housed within Hunter Warbirds began rolling in during the final week of March, culminating the unforgettable spectacle of the Bristol fighter biplane landing at the airport and taxiing to the hangar.

As planned the warbirds arrived in time for the influx of visitors attending Warbirds Over Scone and the airport and Hunter Warbirds opened its doors on 29 March to coincide with this and become the latest addition to the tourism infrastructure of the Upper Hunter.

The first three trading months of April to June saw visitors from all over Australia and a sprinkling of international guests visit Hunter Warbirds. Rewardingly many Upper Hunter locals have visited and frequently they bring friends or relatives that may be visiting them. The reaction and the response to the attraction has been overwhelming and

positive. Guests are amazed at the range of warbirds and engrossed with the stories that live with them.

We welcomed the return of a number of existing events, (Scone Horse Festival, Merriwa's Festival of the Fleeces, Scone Horse Festival, Aberdeen Highland Games, King of the Ranges and Warbirds Over Scone), that were postponed due to the pandemic and we were also excited to be working on new events, place activation projects and initiatives for the Upper Hunter with delivery throughout 2022.

 Visitors enjoying Hunter Warbirds during Warbirds over Scone





## 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.

#### 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.

#### Strategies

**G6 CS24**

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

**G6 CS26**

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

**G6 CS25**

Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.

#### 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**



**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**

Council replaced five water mains in Scone, Murrurundi, and Aberdeen. Constructed a new water main to improve water quality in the Moobi Rd area. 137 water meters were replaced throughout the shire.

Approximately 5.5km of sewer mains were relined in Aberdeen, Scone, Murrurundi and Merriwa.

Council undertook stage 1 of the Hunter Road Upgrade to Belltrees Hill with stage 2 commencing in the 2022-23 financial year. This included drainage improvements and pavement widening to improve the regional road network.

Work is continuing on upgrading the 4.4km perimeter fence at Scone Airport. The old stock fences are being replaced with a combination of 1.5 metre high and 1.8 metre high chainmesh fence and 1.8 metre high school type fence around the Hunter Warbirds facility. The benefits will be increased security by preventing entry to the airfield by unauthorised people and an increase in safety by preventing the ingress of wildlife that can cause a hazard to aircraft. The fencing is part of the airside project jointly funded by the NSW Government’s Regional Development Program and the Federal



Murrurundi Skate Park

Governments Regional Airports Program. The fencing is expected to be completed by September 2022 and the total cost will be \$0.5 million.

A new amenities block with showers and accessible toilets allowing Merriwa Racecourse to host more community events including overnight stays and overflow camping areas for the Merriwa Showground. Completed in April 2022.

The Murrurundi Youth Park has a newly constructed skate park and learn to ride bike track within the grounds of the Wilson Memorial Sports Complex. The youth park provides young people from toddlers to teenagers with a safe place to gather and enhancing the current facilities at Wilson Memorial Oval meeting the needs of the local community as well as providing an ideal stop and rest point for travelers.

Council also completed the construction of a new toilet block and playground upgrades to Cassilis Hall and neighbouring park.

The Aberdeen River Walk was completed, allowing for locals and visitors to enjoy a 2.3km loop walk around the park and the river bank of the Hunter River. This will increase the use and enjoyment of Jefferson Park.

The construction of a new driver reviver facility in Merriwa was also completed, offering motorists new seating, shade, amenities and electric BBQ facilities.

Council continued its improvement of cemeteries throughout the shire. This included tree planting at Scone Cemetery and the installation of two new plinths at Merriwa Lawn Cemetery to allow for 40 new internments.





**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

### Key Achievements

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

Council has installed kerb and guttering to around 250m of roads throughout the Shire.

Council has installed approximately 610m of concrete footpath/cycleways

Council has widened and rehabilitated approximately 6.6km of Council's Rural Bitumen Road Network

Council has re-sealed approximately 18km of Council's Rural bitumen road network, along with re-sheeting approximately 36.7km of unsealed roads.

### Design and Construction of Five Bridges

Concept designs were completed to inform the tender documents for the detailed design and construction of five bridges around the Shire. The \$3.7 million investment in our local infrastructure is jointly funded by the NSW Government's Transport for NSW Fixing Country Bridges program and Upper Hunter Shire Council.

The bridges include Albano Bridge at Rouchel, Ashfords Bridge at Moonan Brook, Bobiulla Creek Bridge at Merriwa, Dartbrook Bridge at Dartbrook and Lapstone Gully Bridge at Stewarts Brook. The new bridges will be concrete bridges with no load limitations. Tenders are expected to be awarded in October 2022.

### Moonan Brook Road Improvement and Initial Seal

Final designs were completed and tenders were called for the improvement and initial seal of Moonan Brook Road. The \$5.6 million investment in our local infrastructure is jointly funded by the NSW Government's Fixing Local Roads program, the Federal Government's Roads to Recovery program and Upper Hunter Shire Council. This project will improve all weather access along this section of road for both local residents and visitors to the Shire accessing Barrington Tops and the Moonan Brook Camping Ground.

### Hunter Road Improvement and Initial Seal

Final designs were completed for the improvement and initial seal of Hunter Road between Naracoorte and Glenmore Bridge. The Federal Government's Heavy Vehicle Safety & Productivity Program and Upper Hunter Shire Council have funded a total of \$2.1 million for this project but more funding is being sought prior to the commencement of construction. This project will improve all weather access along this section of road for both local residents and visitors to the Shire. It is also a designated B-double route and used to transport cattle and sheep as well as other agricultural equipment.

### Barrington Top Forest Road Improvement and Initial Seal

The tender documents were prepared for the detailed design of the improvement and initial seal of Barrington Tops Forest Road. The \$9.9 million investment in our local infrastructure is jointly funded by the NSW Government's Fixing Local Roads program and Upper Hunter Shire Council. This project will improve all weather access along this section of road for both local residents and visitors to the Shire accessing Barrington Tops.



**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.

**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.

**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

**✔ 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**

Council played a vital role in providing community information and resources as the COVID-19 pandemic continued.

Council, in partnership with NSW Health, provided community vaccination pop-ups in Merriwa to help drive up vaccination numbers in the local community.

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

57 media releases were sent during the reporting period. This decrease from the previous reporting period can be explained by Council's efforts to find more effective ways to engage with customers directly.

Digital engagement and social media has played an important role in our communication mix, with over 320,000 page reach between 1 July 2021 to 30 June 2022. This represents a 58.4% increase from the previous reporting period. Our facebook page had 79,229 visitors which marks a 325% increase from the previous year. Our facebook page also saw an increase of likes by 1,612, a 223% increase from the previous year.

Council recieved around 5,500 monthly visitors and 20,000 monthly page views on average between 2021 to 2022. Council also began the process of redeveloping a new website which was launched in October 2022.

Council also introduced electronic direct mail to further our reach to customers digitally. This new medium has enabled council to send regular community updates to a database of thousands of citizens.



Merriwa vaccination pop-up



**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.

**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.

**Strategies**

**G9 CS40**

Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the CSP 2032 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.



## Leadership

### Goal 9

## Advocate for the Community

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### Key Achievements

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

Council was successful in securing \$8,181,577 in grant funding for a variety of projects. This figure includes \$500,000 secured towards the Scone Library, over \$500,000 towards new Waste Transfer Stations at Merriwa and Murrurundi and over \$4 million for upgrades and repairs to our local road network.

We LIVE Here program has continued to grow and develop with a dedicated website which showcases small businesses. The program reached a record \$984,000 loaded making it one of the most successful in NSW and projected to reach the \$1 million mark early in the new financial year. Over \$800,000 has been invested into our local economy (including Muswellbrook Shire).



# Delivery Program Objectives, Strategies and Performance.



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) 2027.	30/6/22	27/6/22
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, Water, Swimming Pools, Airport and Saleyards	30/6/22	27/6/22
Provide Asset Management Program	>90%	100%

### 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

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

## 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	179

### 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%	91%

### 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

- Management of Council’s Customer Request System
- A first point of contact service.
- Process to manage enquiries for processing and referral to appropriate staff.
- A robust customer service with the ability to be able to investigate options for better delivery of customer service.
- A service that identifies customer service needs, shares information and provides opportunities for active participation and community consultation.

### Performance Measurement

	Target	Actual
Median response time for correspondence requiring action and response (days)	<14	6

### 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 system.
- 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%	-20.21%
Own Source Operating Revenue	>60%	52.77%
Building Infrastructure Renewals Ratio	>100%	177%
Backlog Ratio	<2%	1.48%
Maintenance Ratio	>100%	104%
Debt Service Ratio	<2X	2.68x
Annual Statutory Financial Statements and returns lodged to Office of Local Government	31/10/22	31/01/23*
Monthly budget report to Council	10	10
Investment Report to Council	12	12
Review Investment Policy Annually	30/6/22	27/6/22

### 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 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 registration.

## Performance Measurement

	Target	Actual
Percentage of all servicing completed within 7 days or 1000 kms of manufacturers specification	≥90%	90%
Percentage of fleet replacement achieved in accordance to the 10 year replacement schedule	>80%	100%
Undertake review of Plant Replacement Program	30/6/22	1/2/22

### 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..

**G3 CS11**

Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.

### 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 meets the 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%
Facilitate Council Election	Sep 2021	Dec 2021*

\*Council elections delayed by the Office of Local Government to December 2021 due to COVID health concerns.

## 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
Complete Workforce Management Plan with the linkage to the development of the CSP 2032	30/6/21	Delivered in July 2021
Annual Employee turnover percentage (reported on a quarterly basis)	<15%	15.43%

## 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 meet the needs of the organisation
- Effective mapping and information management systems
- Appropriate mobile data systems to meet changing needs.

### Performance Measurement

	Target	Actual
Completed ICT Strategic Plan, linking into the development of the CSP 2032.	30/6/22	29/6/22
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.
- 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
Complete audit on cemetery register	31/12/21	31/12/21
Complete audit on security key register	31/3/22	31/3/22

## 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%	9.00%*
Average days per quarterly water billing cycle	<95 Days	92.25
Value of unarranged Accounts Receivable greater than 90 days old	\$150k	\$188k*

\*Due to COVID-19 restrictions and legislation reintroduction of debt collection activities were delayed until mid 2021/2022 financial 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

- 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
Number of stocktakes undertaken during year	2	2
Maximum value of inventory on hand at month end	<\$820k	\$936k
Percentage of stock lines with variances at Stocktake	<10%	7.67%

## 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
Reduction of Council's green house gas emissions by 10%	30/6/22	30/6/22
Complete a review and update the Sustainability Action Plan	30/6/22	30/6/22

### Strategies

#### G3 CS10

Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.

#### G4 CS17

Implement policies to ensure the protection of strategic agricultural lands, equine critical industry clusters, natural resources and heritage.

#### 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.

#### 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.

#### G4 CS15

Plan, facilitate and provide for a changing population for current and future generations.

#### 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	143
Number of grant applications to enhance community physical and social infrastructure per annum	>10	12

### 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 meets all 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	\$179.80
Overall satisfaction rating	>90%	98%
Percentage of year that rooms are occupied	>98%	97.29%

## 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%	94.5%
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.
- Service was transferred to St Nicholas OOSH in July 2021

### Performance Measurement

Target Actual

No measures included due to transfer of service to another provider in July 2021

### 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%	81%*
Early Learning Centre attains satisfied or highly satisfied user feedback on annual survey	>95%	98%

\* Utilisation affected 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 a family day care service that meets Community needs.**

#### Services

- A Family Day Care (FDC) 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%	97%
Average Full Time Equivalent (FTE) utilisation.	>50	32.41*

\* Utilisation affected 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 will provide information, services, facilities and activities within the Upper Hunter Shire community for special target groups.**

### 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	51
Review of DIAP 2017 -21 undertaken by at least 3 stakeholder groups	>3	11
Update and completion of new DIAP (2022-2026)	30/6/22	30/5/22

### 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 youth programs.
- 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	>250	353
Working partnerships implemented with schools/ organisations per annum	>24	23
Number of social and educational programs run through youth centre each year	>12	29
Social media posts for youth centres and Youth Council	>24	48
Undertake event and leadership programs to provide social and personal development opportunities for youth of the shire	>6	11

### 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.

\* Utilisation affected by COVID-19 restrictions and legislation

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	>1,500	1,805
Number of camping ground site nights occupied per annum	>300	536

## 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	\$8,182,077
Implementation of Economic Development and Tourism Plan priority strategies	30/6/22	Not achieved

## Strategies

### G5 CS18

Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.

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

### G5 CS19

Encourage retail and commercial business to locate and prosper within our Shire.

### G5 CS23

Facilitate and support increased and innovative tourism and marketing opportunities.

### 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.

### G5 CS21

Facilitate and provide access to a range of local educational and training opportunities that complements the economy.

### G8 CS32

Promote and celebrate the achievements of Council and the local Community

### G5 CS22

Provide attractive and functional town

## 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%	24.02%

## 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	>80%	93%
Percentage of budgeted lease revenue achieved	>80%	93%
Complete review and update of land register (at least two times during the year)	30/6/22	30/6/22
Complete strategic review of property portfolio	30/6/22	30/6/22

### 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



## 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	30,986
Achieve operating compliance by recording the number of noncompliance incidents	<2	1

### 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	>10,500	8,789
Referrals to accommodation	>2,100	1,863
Referrals to local attractions including stud tours	>8,000	16,889

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

## 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%	85%
Number of complaints due to drainage overflows received annually	<24	60
Complete all funded stormwater capital works within budget and timeframe.	>90%	57%

## 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 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	580km

### Strategies

#### G3 CS10

Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.

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.

#### 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.





#### 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

### 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

- Waste pick up and disposal services 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	23
Kerbside collection services are provided to timetable unless notified (eg Christmas holidays) (% bins)	>95%	99%
Kerbside waste diverted from landfill	>19%	20%
Total waste diverted from landfill	>15%	25%

## Strategies

### G3 CS10

Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.

encouraging an open and participatory Council with an emphasis on transparency, Community engagement, action and response.

### G3 CS11

Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.

### 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.

### G4 CS15

Plan, facilitate and provide for a changing population for 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

### 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

## 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 maximise 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.	31/7/22	21/7/22
Achieve 90 day average BBSW 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	2
Preparation of Integrated Planning and Reporting documents. Delivery Program, Operational Plan, Annual Report	30/6/22	27/6/22
Completion of the Community Strategic Plan (CSP) 2032 Engagement Strategy	30/6/22	27/6/22
Completion of the CSP 2032 scoping	30/6/22	27/6/22

## 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.

### 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.

### 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 CS41

To participate and encourage regional coordination and planning between councils and other organisations.

### 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.

### G9 CS42

Provide timely and effective advocacy and leadership on key Community issues and priorities.

### G8 CS35

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

## 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	126
Number of On-site Sewer Management Systems (OSMS) inspections undertaken per annum	>375	239*

\*Inspections for 2021/2022 year affected 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	2
Review partnership agreement with Upper Hunter Homelessness Support	30/6/22	30/6/22
Establish emergency housing in Score	30/6/22	31/12/21

### 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 and provide plaque service to customers to agreed standard.**

### Services

- Maintained 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%	100%

### 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 and response.



## 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	8
Percentage of customer requests responded to within 24 hours	95%	100%

### Strategies

#### 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.

#### 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



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 inquiries 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	3

### Strategies

#### G4 CS15

Plan, facilitate and provide for a changing population for current and future generations.

#### G6 CS24

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

#### G6 CS25

Provide inviting public spaces that are clean, green, properly maintained, well designed, encourage active participation, family friendly and accessible to all.

### 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	1.81
Average Subdivision Certificates processing time (days)	<14	11.38
Median time taken to determine Applications (days)	<40	25.50

### 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	9
Median time taken to process occupation certificates (days)	<14	10.79

### 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	30/6/22	Not achieved
Target annual production - ensure all construction and maintenance sites have required materials.	>90%	90.83%

### 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%	81%
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
Ensure that 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.

#### 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.

#### 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
Ensure that fire service and protection priorities reviewed and maintained.	100%	100%

### Strategies

**G1 CS4**  
Facilitate partnerships which create and support a safe, inclusive and caring Community.




infrastructure through investment, best practice and risk management.

**G4 CS15**  
Plan, facilitate and provide for a changing population for current and future generations.

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

**G6 CS24**  
Provide for replacement, improvement and additional Community and open space

### 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	179
Percentage of customer complaints/ inquiries for Local Government Enforcement responded to within 48 hours	>90%	100%

## 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

- Enhancement and maintenance of current facilities in accordance with asset maintenance schedule and requests.
- Safe and accessible facilities in accordance with Council policy and as per Council’s adopted Fees and Charges.
- Partnerships between organisations co-located in the building.

## Performance Measurement

	Target	Actual
Number of bookings per annum (halls)	>600	509*
Review of community hall fees and charges	30/06/22	26/04/22

## 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.

\* Number of bookings for 2021/2022 year affected by COVID-19 restrictions and legislation



## 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	43

### Strategies

- G1 CS1**  
Advocate for, develop and implement programs, services and facilities for our ageing Community.  
children, older children, adolescents, families, seniors and people with a disability.
- 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
- 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 on Council owned buildings annually	≥3	3

### 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 meetings instigated or facilitated to develop and support recreational activities in the Shire	>10	40
Number of Sports activity days in school holidays	>25	34
Number of sports development and participation programs per annum including school activities	>25	74

## 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 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%	100%
Number of customer requests of unsatisfactory cleanliness and maintenance condition of parks and open space annually	<35	69

### 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.

### Performance Measurement

	Target	Actual
Number of library promotions developed	>60	230
Develop new technology options	≥2	2
Number of organised consultations with community regarding the collections material	≥6	6
Number of new resources and/or collection items added to improve collection	>1,250	2,682
Complete library design and project scope	31/12/21	31/12/21

### 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 affected 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%	100%
Number of customer requests of unsatisfactory ground condition of sporting grounds annually	<12	11

## 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%	99.6%

### 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 aircraft movements (landings) per year	>7,000	7,376
Number of outstanding actions to resolve safety hazards and incidents that have occurred and/or have been identified	<5	0
Number of safety hazards identified through inspections and audits completed	<2	0
Number of Safety incidents per month	<2	0
Develop business and marketing plan for Hunter Warbirds	30/9/21	30/9/21

## Strategies

### G5 CS18

Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.

additional Community and open space infrastructure through investment, best practice and risk management.

### G5 CS19

Encourage retail and commercial business to locate and prosper within our Shire.

### 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.

### 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.





### G9 CS42

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

### G6 CS24

Provide for replacement, improvement and

## 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%	91%
Inspect timber bridges annually on Local Roads	>90%	100%
Number of customer requests received concerning condition of bridge network	<20	13

### 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%	74%
Number of customer requests received concerning unsafe conditions of concrete footpath surfaces	<10	13
Percentage of network that is rated in condition 3 or better.	≥95%	95%

## 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

### Delivery of state road maintenance under contract.

#### 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	10
Percentage of operational maintenance and works orders projects on state roads completed	≥90%	90%

#### 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%	99.47%
Length of gravel unsealed pavement network inspected (Local Roads)	>970km	1,124.6km
Length of local road sealed network resealed (26kms)	>26km	14.2km
Length of sealed pavement network inspected (Local Roads)	>460km	569.39km
Length of unsealed grading completed (Local Roads)	>1,154km	761.05km

### 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.
- 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%	100%
Percentage of regional Bridges (45) inspected biennially	>50%	80%
Length of regional networks road pavement (174kms) inspected	>174km	696.5km
Length of regional road network resealed	>15km	7.7km

### 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%	91.61%
Maintenance of identified traffic signs and line marking completed annually	>90%	27%

### 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%	90.38%
Number of complaints of poor water quality	<5	6
Water Asset renewal as a percentage of depreciation	>100%	173.39%

## 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.
- 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%	49.8%
Number of customer complaints regarding sewerage services	<12	23
Percentage of treated effluent recycled (Scone STP)	>90%	60.9%*
Sewer Asset renewal as a percentage of depreciation	>90%	79.49%

## 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.

\*Below target due to wet weather and reduced demand



# 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 2021/2022

## 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 March 28, 2022 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](http://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 and the Local Government Elections Held on December 4, 2021. Training provided to Councillors was mainly to assist with the induction into local government, which included:

- Code of Conduct and Code of Meeting Practice training was facilitated by Local Government NSW (January 19, 2022)

Additional training was made available to Councillors for other aspects of Council operations, which included:

- Understanding LG Finances for Councillors training was facilitated by Local Government NSW (to be held 11 August 2022)

Allowances	\$
Mayoral allowance	36,191
Total amount for 8 Councillors' fees and allowances	84,201
Councillors' expenses (see below)	23,978
<b>Total Allowances</b>	<b>144,370</b>
<b>Expenses</b>	
Advertising	0
Telephone/Internet	2,276
Conferences/Seminars	3,225
Training	5,191
Subscriptions	827
Catering	5,122
Events/Ceremonies	1,295
Mayoral & Councillor Vehicle allowances	6,042
<b>Total Expenses</b>	<b>23,978</b>

# Councillors Attendance at Council Meeting

## 2017 - 2021 Term

Meeting Date	Cr Abbott	Cr Burns	Cr Campbell	Cr Driscoll	Cr Collison	Cr Fisher	Cr Watts
26 Jul 21	✓	<b>Apology</b>	✓	✓	✓	✓	✓
30 Aug 21	✓	✓	✓	✓	✓	✓	✓
27 Sep 21	✓	<b>Apology</b>	✓	✓	✓	✓	✓
25 Oct 21	✓	✓	✓	✓	✓	✓	✓
29 Nov 21	✓	✓	✓	✓	✓	✓	✓

## Current Term

Meeting Date	Cr Abbott	Cr Burns	Cr Campbell	Cr Clout	Cr Collison	Cr Flaherty	Cr McPhee	Cr Watts	Cr Williamson
10 Jan 22	✓	✓	✓	✓	✓	✓	✓	✓	✓
<i>Extraordinary</i>									
31 Jan 22	✓	✓	✓	✓	✓	✓	✓	✓	✓
28 Feb 22	✓	✓	✓	✓	✓	✓	✓	✓	✓
3 Mar 22	<b>Apology</b>	✓	✓	✓	✓	✓	✓	✓	<b>Apology</b>
<i>Extraordinary</i>									
28 Mar 22	✓	✓	✓	✓	✓	✓	✓	✓	✓
26 Apr 22	✓	✓	✓	✓	✓	✓	✓	✓	✓
30 May 22	<b>Apology</b>	✓	✓	✓	✓	✓	✓	✓	✓
27 Jun 22	<b>Apology</b>	✓	✓	✓	✓	✓	✓	✓	✓

# Councillors Attendance at Committee Meetings

## Current Term

Current Term	Cr Abbott	Cr Burns	Cr Campbell	Cr Clout	Cr Collison	Cr Flaherty	Cr McPhee	Cr Watts	Cr Williamson
<b>Environmental &amp; Community Services Committee</b> Members: Crs Watts, McPhee, Flaherty & Campbell									
8 Feb 22	✓		✓		✓	✓	✓	✓	
8 Mar 22	✓		✓		✓	✓	✓	✓	
12 Apr 22			✓		✓	✓	✓	✓	
10 May 22			✓		✓	Apology	Apology	Apology	
14 Jun 22			✓		✓	✓	✓	✓	
<b>Infrastructure Services Committee</b> Members: Crs Campbell, Collison, McPhee, Clout									
8 Feb 22	✓		✓	✓	✓		✓		
8 Mar 22			✓	✓	✓		✓		
12 Apr 22			✓	✓	✓		✓		
10 May 22			✓	Apology	✓		✓		
14 Jun 22			✓	✓	Apology		✓		
<b>Corporate Services Committee</b> Members: Crs Burns, Abbott, Flaherty & Williamson									
18 Febr 22	✓	✓			✓	✓			✓
18 Mar 22	✓	✓				✓			Apology
14 Apr 22	Apology	✓				Apology			✓
20 May 22	Apology	Apology				✓			✓
17 Jun 22	Apology	✓			✓	X			✓

## 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 and Delivery of Road Surfacing	Various-Vendor Panel List	2019	3 years plus 1 year option	\$value unknown*
Supply and Delivery of Passenger, 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*
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 Electricity for Non-Contestable Sites (Small Consumption)	AGL	2021	2 years	\$value unknown*
Supply and delivery of Road Base Materials	Various-Vendor Panel	2021	2 years with 1 year option	\$value unknown*
Supply and Installation of Supply Only of Road Safety Barrier Systems	Various-Vendor Panel	2021	2 years with 1 year option	\$value unknown*
Provision of Commercial Cleaning Services	VGD Services Pty Ltd	2021	3 years with 2x 12mth options	\$value unknown*
Provision of Legal Services	Various-Vendor Panel	2021	3 years with 2x 12mth options	\$value unknown*
Design and construction of Water Main Replacements	HL Mullane & Son	2022	Lump Sum	\$1,855,695
Management of the Scone, Murrurundi & Merriwa Pool Operations	Community Aquatic Pty Ltd	2022	3 years with 2 year option	\$1,170,000
Investigation and Relining of sewer mains	Abergeldie Rehabilitation Pty Ltd	2022	Lump Sum	\$939,930

## 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 and construction of the Scone Airport perimeter fencing	Sunset Group Australia Pty Ltd	2022	Lump Sum	\$409,119
Design and construction of Nine (9) bridge replacements	GC Civil Pty Ltd	2022	Lump Sum	\$3,762,164
Supply of electricity to contestable sites (>100Mwh per annum) and street lighting	Mojo Power Pty Ltd	2022	10 years	\$value unknown*
Design and construction of Aberdeen Intake Works Station	EMT Pty Ltd	2022	Lump Sum	\$640,321
Design and construction of Merriwa Cycle and Walkway (Concrete)	Deloma Pty Ltd	2022	Lump Sum	\$724,525
Design and construction of Merriwa Cycle and Walkway (Bitumen)	Deloma Pty Ltd	2022	Lump Sum	\$200,250
Processing of Kerbside Collection of Food Organics/Garden Organics	Loop Organics Pty Ltd	2022	1 years with 1 year option	\$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 2021 to 30 June 2022.

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

Debt collection activities recommenced during the 2021/2022 year following the legislative restrictions of COVID-19.

Category/ Legal Matter	Status/ Comments	Costs
Planning matters	Finalised for the year	\$107,890
General legal advice	Not applicable	\$53,227
Rates/water recovery action	Finalised for the year	\$63,298
<b>Total</b>		<b>\$224,415</b>

## 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 2021/2022.

Nature of Work	Costs
Bitumen sealing and repairs	\$50,855
Water connections / repairs / other	\$48,006
Private rural road repairs	\$22,532
Plant hire	\$309
Sewer	\$26,119
Rural road grid signs	\$1,423
Contract Works	\$16,926
Other	\$0
<b>Total</b>	<b>\$166,170</b>

## 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 2021/2022, 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: **\$3,594.**
2. Council provided the following concessions, relief from rates and charges.

Pensioner concessions	General	\$270,526
	Water	\$77,532
	Sewer	\$72,585
Postponed rates		\$1,350
Small debts		\$234
Conservation agreement		\$6,435
<b>Total</b>		<b>428,662</b>

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

Cultural activities and grants	\$29,268
Community groups	\$35,828
School & Education	\$7,760
Sporting groups & representations	\$1,000
<b>Total</b>	<b>\$76,620</b>

# 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 2021/22 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.

- **Arrow Collaborative Services** (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.
- 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

# Statutory Statements

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	\$265,082
Bonus/Performance	\$0
Employee's Contribution to Super	\$27,457
Non-Cash Benefits	\$11,045
Fringe Benefits Tax	\$11,877
<b>Total</b>	<b>\$315,461</b>

## CLAUSE 217 (1)(d)(i),(ii),(iii),(iv)

**Statement of total number of persons who performed paid work on Wednesday 25 May 2022, including, in separate statements, total number of:**

- **persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract.**  
Permanent Full Time - 147  
Permanent Part Time - 40  
Temporary Full Time - 29  
Temporary Part Time - 4  
Casual - 66  
Total - 286
- **persons employed by the council as senior staff members - 1 – General Manager**
- **persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person - 1**
- **persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee - 10 employees**

## 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 \$98,248 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 2021/2022 financial year was \$151,821 which was a 1.57% increase on the previous year. 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 continues to work with rescue and rehoming organisations to prevent the euthanising of animals with behavioural issues.

Advertising of animals that may be suitable for rehoming is undertaken via contact with local vets, media advertising, including social media, and response to requests from the community for pets. Council continues to work with registered rehoming organisations in an effort to reduce the numbers of euthanised animals.

# Statutory Statements

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 \$18,778 of which \$16,063 was attributable to Companion Animal Registrations and renewals .

Dog and cat related enquiries were relatively consistent to the previous year with a total of 177 customer requests recorded during 2021/2022.

## 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 2021/2022 financial year was \$24,560 of which Council received \$3,286 in revenue.

Total inspections for 2021/2022	192
Inspection of tourist and visitor accommodation	0
Inspections for premises with more than 2 dwellings	0
Issue of certificate of Compliance	109
Issue of Certificate of Non-Compliance	28

## 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 2021/2022 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. The 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 16 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.

## Code of Conduct

As required by the Act, Council reviewed the Councillor Code of Conduct policy which was adopted on 14 December 2020. The policy was based on the "Model Code of Conduct for Local Councils in NSW" published by the NSW Office of Local Government in 2020.

For the period 1 September 2021 to 31 August 2022, the annual reporting period for the Code of Conduct statistics, Council received three (3) complaints of which two (2) were resolved during the period with the remaining one (1) still in progress.

Copies of the Code are available on our website

### CLAUSE 8(B)

## Number of Access Applications Received

During the reporting period, Council received a total of 16 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	1	1	0	0	1	0	0	0	3	14
Members of Parliament	0	0	0	0	0	0	0	0	0	0
Private sector business	2	0	0	0	0	0	0	1	3	14
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	1	0	1	6	27
Members of the public (other)	6	0	2	1	0	1	0	0	10	45
<b>Total</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>22</b>	
<b>% of Total</b>	<b>55</b>	<b>9</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>9</b>	<b>0</b>	<b>9</b>		

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

**Table B: Number of Applications by Type of Application and Outcome\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse To Deal with Application	Refuse to Confirm/ Deny Whether Information is Held	Application Withdrawn	Total	% of Total
Personal information applications*	0	1	0	0	0	0	0	0	1	5
Access applications (other than personal information applications)	12	1	2	1	1	2	0	2	21	95
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>22</b>	
<b>% of Total</b>	<b>55</b>	<b>9</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>9</b>	<b>0</b>	<b>9</b>		

\* 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)	0	0
Application is for excluded information of the agency (s43 of the Act)	0	0
Application contravenes restraint order (s110 of the Act)	0	0
Total number of invalid applications received	0	0
Invalid applications that subsequently became valid applications	0	0
<b>Total</b>	<b>0</b>	

**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
<b>Total</b>	<b>0</b>	

\*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:**  
**Other Public Interest Considerations against disclosure**

	No. of Times Consideration Used*	% of Total
Responsible and effective government	1	20
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	3	60
Business interests of agencies and other persons	1	20
Environment, culture, economy and general matters	0	0
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0
<b>Total</b>	<b>5</b>	

**Table F:**  
**Timelines**

	No. of Times Consideration Used*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	13	68
Decided after 35 days (by agreement with applicant)	6	32
Not decided within time (deemed refusal)	0	0
<b>Total</b>	<b>19</b>	

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

	Decision Varied	Decision Upheld	Total	% of Total
Internal review	0	0	0	0
Review by Information Commissioner*	1	0	1	100
Internal review following recommendation under	0	0	0	0
Review by NCAT	0	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	
<b>% of Total</b>	<b>100</b>	<b>0</b>		

# 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	1	100%
Applications by persons to whom information the subject of access application relates (see s54 of the Act)	0	0
<b>Total</b>	<b>1</b>	

**Table I: Applications Transferred to Other Agencies**

	No of Applications	% of Total
Agency – initiated Transfers	0	0
Applicant – initiated Transfers	0	0
<b>Total</b>	<b>0</b>	

## 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
<b>No of public interest disclosures received, how many were primarily about:</b>		
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:		
<ul style="list-style-type: none"> <li>• Policy briefing from senior managers</li> <li>• Links on intranet site</li> <li>• Messages in staff newsletters</li> <li>• Training provided to new staff during induction</li> </ul>		

# 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 2021/22.

## 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 2021/22.

However, Council has resolved to enter into two (2) Voluntary Planning Agreements (VPA) when completed for The Hills of Gold Wind Farm Pty Ltd and MACH Energy Australia Pty Ltd projects which will provide contributions to a community fund that will be utilised for public purposes and infrastructure to benefit respective communities.

## 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 2010-2019.

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

## Promoting positive 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 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 2022
1.Promote understanding and positive attitudes among Council staff (also in Meaningful Employment section)	Incorporate Disability Awareness training into Induction programs and annual training opportunities for current staff	Number of people receiving Disability Awareness training per year	Manager Human Resources and Customer Services Coordinator	Short term 1 year	CS 1.1,1.3,1.4	<ul style="list-style-type: none"> <li>Council accessed funding for Council staff and community members to participate in Mental Health First Aid training.</li> <li>Community Services Officers participate in the Upper Hunter Community Services Interagency and the Mental Health Network (MindLink) to enhance knowledge of service availability in the sector.</li> <li>Children's services staff attended training and webinars to support their practices.</li> </ul>

Statutory Statements

# Disability Inclusion Act 2014

Focus Area 1

## Promoting positive attitudes and behaviours

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2022
2.Raise the Community Awareness of the contribution People with Disability make to our community	Seek partnerships with disability organisations in the Upper Hunter Shire to undertake awareness raising events or projects	At least one targeted event is held each year to highlight inclusion and diversity.	Manager Community Services	Each year	CS 1.2,1.4	<ul style="list-style-type: none"> <li>A Council representative is a member of Transcare Board of Directors to support governance of this local NDIS provider.</li> <li>Worked collaboratively with local community groups to network and raise awareness of and support for people living with disability.</li> <li>Council has included inclusiveness as a project aim in the Cultural Activity Grants.</li> <li>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.</li> <li>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.</li> <li>Worked collaboratively in the Cancer Council activities including CAN-ACT.</li> <li>Annual acknowledgement of International Day for People with Disability.</li> </ul>
	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 2.8,8.33,	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	Peak Council documents are accessible in suitable forms for the community the community	Samples of large print documents, website accessibility, easy read documents, and log of requests	Comms Coordinator	Short term 1-2 years	CS 2.8,8.33,	<ul style="list-style-type: none"> <li>No requests to date.</li> </ul>

Statutory Statements

# Disability Inclusion Act 2014

Focus Area 1

## Attitudes and Behaviours

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2022
3.Improve the collation and distribution Information about disability services, events and services in our Shire	Develop a Council brochure with information for people with disability eg access maps, accessible toilets, accessible shops & services etc	At least one document prepared for each main town	Manager Community Services	At least one brochure per year is developed and distributed	CS 2 .8	<ul style="list-style-type: none"> <li>Regular updates to the Community directory on the Council website including developing a section specific to the disability sector.</li> <li>Disability services brochure reviewed for Murrurundi area</li> <li>Council subscribed to SportNSW providing access to resources from their Disability Sport Inclusion Department.</li> <li>Joined the Disability Hub for additional resources Disability Sports Australia.</li> <li>Active participation in the Upper Hunter Community Services Interagency and the Mental Health Network (MindLink)</li> </ul>
4. Focus on positive contributions by highlighting achievements of people with disability	Run an annual event or display in partnership with disability organisations	An event or display is organised annually	Manager Community Services	Annually	CS 1.2,1.4	<ul style="list-style-type: none"> <li>Focus on community concerns, achievements, information sharing, networking and supporting awareness raising partnerships in the community.</li> </ul>
	Encourage the recognition of people with disability and disability services and organisation through Council Awards	Number of disability related nominations received by Council for Awards eg Australia Day Awards, Volunteer Awards	Manager Community Services	Annually	CS 8.32	<ul style="list-style-type: none"> <li>Australia Day is an opportunity to acknowledge achievements of people living with disability</li> </ul>



## Statutory Statements

**Disability Inclusion Act 2014**

## Focus Area 1

**Attitudes and Behaviours**

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2022
5. Support the work of other disability organisations or services in our Shire	Council representation at meetings and events, assistance with grant seeking, provision of Council's staff expertise, advocacy and networking	Evidence of organisations supported through reports to Council	Manager Community Services	Short term 1-2 years	CS 1.2,1.3,1.4, 2.7	<ul style="list-style-type: none"> <li>Supported events held in partnership with the Scone Neighbourhood Centre.</li> <li>Council's Sports Participation Officer supported access for people with disabilities to a range of opportunities.</li> <li>Community Services Officers participate in the Upper Hunter Community Services Interagency and the Mental Network (MindLink) to share information within the sector.</li> <li>Council staff supported the Transition to School information session, with Children's Services highlighting local service providers who can assist parents who are concerned about possible developmental delays of their children</li> <li>Community Services Officers provide information and support to services and groups as needs emerge.</li> </ul>
6. Increase consultation with people with a disability and professional workers in the field of disability (Also in Liveable Communities section)	Consultation mechanism established	Committees established	Manager Community Services	Short term 1 year	CS 2.8	<p>Community Advisory Committees have been established in each town, support Council consultation processes.</p> <p>(Consultation has been restricted during COVID-19)</p>

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 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 disability; we need to consult more with people with 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 2022
1. Improve paths and pathways of travel	Review central business district paths in conjunction with the four (4) Community Advisory Committees	A prioritised list of works is developed with input from Disability representatives	Manager Strategic Asset	Short term 1-2 years	CS 6 .25	<ul style="list-style-type: none"> <li>Community Advisory Committees established in four (4) towns across the Upper Hunter Shire</li> </ul>
2. 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
	Review the use of the Merriwa Community Bus	A report is prepared for presentation to Senior Management on current use and options for improved usage	Manager Community Services and Merriwa Community Services Worker	Short term 1-2 years	CS 1.1,1.3	Achieved

## Statutory Statements

## Disability Inclusion Act 2014

## Focus Area 2

## Creating Liveable Communities

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2022
3. Improve disability access for businesses and customers	Raise awareness of access issues applicable to businesses, with business organisations and the community	Documentation is distributed to all businesses eg "Good access is good business"	Manager Business Enterprise & Tourism	Ongoing	CS 1.3,9.42	<ul style="list-style-type: none"> <li>Ongoing through Community Advisory Committees</li> </ul>
		Meeting convened with Community Advisory Committees in each town to highlight issues	Manager Business Enterprise and Tourism and Disability Access Committee reps	Short term 1-2 years	CS 1.3,9.42	Achieved
	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			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
4. Progressively upgrade Council owned assets to meet Access to Premises Standards or relevant best practice approach				Short term 1-2 years	CS 1.1,6.24, 6.25	<ul style="list-style-type: none"> <li>Council infrastructure projects include consideration and provision for accessibility and inclusion issues.</li> <li>Pram ramp upgrades completed at the hospital in Scone, Old Court Theatre, St Mary's Primary School and Aberdeen Public School.</li> <li>Footpath extensions completed in Merriwa &amp; Aberdeen.</li> <li>Upgrade to kerb, gutter, mid-block crossing and footpath access to Scone Grammar School.</li> <li>Improved designated parking in Scone.</li> <li>Multiple all weather shelters constructed at Bill Rose Sports Complex</li> </ul>

## Statutory Statements

**Disability Inclusion Act 2014**

## Focus Area 2

**Creating Liveable Communities**

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2022
	Review Council libraries in regard to standards	A set of prioritised improvements is developed	Manager Community Services & Library Co-ordinator	Short term 1-2 years	CS 6 .24, 6 .25	<ul style="list-style-type: none"> <li>Development of the new accessible library in Scone is in progress</li> </ul>
	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	<ul style="list-style-type: none"> <li>As a result of consultation, a funding application has been lodged for the refurbishment of pool amenities.</li> </ul>
5. Increase the number of accessible toilets in key areas of CBDs and adult change facilities	Review current location of accessible toilets in Shire and prioritise plans for further toilets and change tables in consultation with Community Advisory Committees	<p>Priorities established; Toilets &amp; change tables located;</p> <p>Toilets placed on Accessible Toilets list</p>	Manager Strategic Assets	Short term 1-2 years	CS 1.1, 1.3, 2.5, 2.8, 4.5, 6.25	<ul style="list-style-type: none"> <li>Accessible toilet upgrade at Wilson Memorial Oval, Murrurundi – works completed</li> <li>Investigated funding opportunities for further improvement to facilities across the Shire.</li> <li>Funding application submitted for new Youth Centre in Murrurundi which will include adult change table facilities.</li> </ul>
6. Increase Consultation with people with disabilities and professional workers in the field of disability	Community Services staff maintain a log of requests and referrals. Staff participate in Interagency and Network meetings		Manager Community Services	On-going	CS 1.2, 1.4, 4.15, 8.34, 7.28, 2.8	<ul style="list-style-type: none"> <li>Log of referrals maintained</li> <li>Networking with the Community Disability Alliance Hunter</li> </ul>

Statutory Statements

# Disability Inclusion Act 2014

Focus Area 3

## Supporting Access To Meaningful Employment

**What The Issue is About**

The Government Sector Employment Act 2013 (GSE Act) requires the integration of workforce diversity, including the employment of people with 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 2022
1. Ensure that Council's HR Policies reflect enthusiasm and opportunities for meaningful employment of people with disabilities through its policy of diversity & inclusion workforce planning	Review Councils procedures in recruitment by an independent body	Identify and address procedures that create barriers to employment New disability friendly procedures are identified and implemented	Manager Human Resources	Short term 1-2 years	CS 8.38	<ul style="list-style-type: none"> <li>Review of Policy and Procedures is ongoing .</li> </ul>

## Statutory Statements

**Disability Inclusion Act 2014**

## Focus Area 3

**Supporting Access To Meaningful Employment**

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2022
1. Provide training for current staff on people with disability	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
3. Promote employment of people with disability to the general community	Highlight successful examples of employment of people with disability in the Council	Maintain a log of promotions around people with disability	Manager Human Resources and Customer Services Coordinator / comms team		CS 5.2,1.3	• Ongoing



Statutory Statements

# Disability Inclusion Act 2014

Focus Area 4

## Improving Access to Services Through Better Systems and Processes

**What The Issue is About**

A common issue for people with disability is the difficulty in navigating systems and processes to access the services and supports they need in the community. Some of these difficulties stem from the quality of service and training of front line personnel, the systems and processes required to access services, and the lack of accessible options for communicating, accessing information or providing input or feedback. There is often confusion about what services are provided across the three levels of government, and there is frequent repetition of information to be provided to public authorities and services.

**What the Community Told Us**

We need to improve our documentation, digital media and communication methods so information can be accessed by more people with disabilities; we need to improve opportunities for inclusion of people with disabilities in community activities such as sports, workshops, and community events; we need to continue to communicate face to face with the community (as the DPOP consultations have been appreciated) and build further links with disability organisations; we need to ensure that people with disabilities are represented on Council committees.

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2022
1. Ensure Council communications can be accessed by people with disability.	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.	Comms Coordinator	Short term 1 year	CS 2.8	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	Apply for funding to run targeted disability inclusion activities, or that enable inclusion into main stream activities	At least one disability inclusion related grant is submitted each year.	Manager Community Services and Manager Economic Development & Tourism	Short term - annually	CS 1.1, 1.3, 2.7	<ul style="list-style-type: none"> <li>Successful funding application for Mental Health First Aid training</li> </ul>

Statutory Statements

# Disability Inclusion Act 2014

Focus Area 4

## Improving Access to Services Through Better Systems and Processes

Strategy	Action	KPIs	Responsibility	Timing	IP&R Ref	Achievements to 30 June 2022
	Establish and seek nominations for a Disability Advisory Committee of Council	Committee is established.	Manager Community Services		CS 8.30, 7.28	<ul style="list-style-type: none"> <li>Ongoing (meetings ceased due to COVID-19).</li> </ul>
	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	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## 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
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
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 Race course Amenities 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
White Park Complex Electrical Supply Upgrade	Federal Government Resources for Regions Round 7
Cassilis Village Hall and Playground Upgrade	Federal Government Resources for Regions Round 7
MAGIC Business Case	Federal Government Resources for Regions Round 7
Bus Shelter program	NSW Government Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)
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
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
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

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

## Acknowledgement of Grant Funding

### Continued

Program / Project	Provider
Bunnan Road (MR62) Shoulder Widening	Federal and NSW Governments Road Safety Program
Upper Hunter Hall Crawl	NSW Government Bushfire Community Resilience and Recovery Fund
Horse Festival Family Concert	NSW Government Regional Tourism Bushfire Fund
Murrurundi SES Shed Upgrade	NSW State Emergency Services
Abbotsford 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
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
Merriwa Oval Upgrade	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
Amaroo Park Playspace	NSW Government Every One Can Play Grant
Barrington Forest Road - Initial Seal and Upgrade - Stage 2	NSW Government Fixing Local Roads
Scone Emergency Control Centre	NSW Government - Resilience NSW
Regional Youth Holiday Programs	NSW Government Office of Regional Youth
Summer Night Fund	NSW Government Place, Design and Public Spaces
Organics Waste Collection Implementation	NSW Government Environmental Trust
Litter Prevention	NSW Government Environmental Trust
Scone Library relocation and redevelopment	NSW State Libraries
Coulsens Creek Road Rectification	Federal Government - Heavy Vehicle Safety & Productivity Program Round 7
Naracoote Road to Glenmore Bridge - Initial Seal and upgrade	Federal Government - Heavy Vehicle Safety & Productivity Program Round 7
Regional Roads Block Grant & Repair Funding	NSW Government - Transport for NSW
Roads to Recovery Program	Federal Government
Merriwa Cycle and Walkway	NSW Government - Bushfire Local Economic Recovery Fund

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

# Government Information (Public Access) Act Annual Report

## 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 4 – Access Applications.

Council records are maintained on a Civica Authority computer system as well as an electronic document management system (Content Manager).

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

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 downloaded from Council's website [upperhunter.nsw.gov.au](http://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.

## 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.

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 can be downloaded from Council's website [www.upperhunter.nsw.gov.au](http://www.upperhunter.nsw.gov.au).

Verbal enquiries should be directed to Ian Roberts, Manager Governance and Risk on 02 6540 1122.

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