

# ***Muswellbrook Shire Council***



## **Making Muswellbrook Shire Strategic Plan**

**2008-2010**

**This Plan was adopted by  
Resolution of Council on  
14 July, 2008**

**GENERAL MANAGER**

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*The Shire where people want to*

**WORK, LIVE & PLAY**

## Executive Summary

The Making Muswellbrook Shire Committee brings the business and industry community together in partnership with Muswellbrook Shire Council to make recommendations to Council regarding Tourism and Economic Development issues.

The committee is responsible for development of initiatives to achieve sustainable economic growth with real benefits to Muswellbrook's residents in terms of employment, improved skills, raised aspirations and achievements and access to jobs - particularly amongst people facing obstacles to employment and training.

The Muswellbrook region's economy has undergone an economic resurgence in recent years, with long term prospects in coal mining, power generation and supporting service industries.

The creation of a successful local economy must be accompanied by investment to enable the residents of Muswellbrook Shire to access the jobs in the labour market. The key focus is on increasing their skill levels and employability to reflect the changing demands of the local economy, and enabling them to access the employment opportunities that are available. Maximising local employment opportunity for local residents is one of the key strategic objectives of Muswellbrook Shire Council.

The Muswellbrook Shire Council is involved in a number of key projects and works closely with a range of key local strategic and delivery partners, including the education sectors, employment agencies and industry to provide pathways into employment.

In respect to Tourism, the Committee aims to establish Muswellbrook Shire as a primary destination, particularly for the 'short stay' market. To this end, the Committee is dedicated to supporting local tourism businesses to reach the highest standards of service and support a range of regional events.

The Committee acknowledges the strong competition within the Tourism Industry and aims to implement innovative strategies in partnership with tourism stakeholders and to take a leading role in promoting Muswellbrook Shire's visitor facilities, services, events and attractions.

<b>STRATEGY AREA: 1</b>	<b>INDUSTRY &amp; BUSINESS DEVELOPMENT</b>			
<b>GOAL:</b>	To facilitate <b>growth</b> and <b>sustainability</b> for existing business/industry and entice <b>new</b> and <b>diverse</b> industries.			
<b>ACTIONS:</b>	<b>PERFORMANCE MEASURE</b>	<b>TIME LINE</b>	<b>RESPONSIBLE PERSON</b>	<b>BUDGET</b>
<b>1.1 i) Encourage diverse and complementary businesses/industries</b> to the area seeking to expand, relocate or invest in the region to encourage broader economic industries outside of the regions core industry, Coal and Energy. Industries to be considered include Agribusiness, Tourism, Wine Industry, Horse Industry and other industries.	<ul style="list-style-type: none"> <li>▪ Hunter Business Review Prospectus</li> <li>▪ Crops for the Hunter Meetings</li> <li>▪ CD ROM and Brochure Packs</li> <li>▪ Varied Forums and requested meetings</li> </ul>	<p>Published yearly</p> <p>Regular meetings with other LGA representatives</p> <p>Updated Annually</p> <p>Attend as and when required</p>	<p>EDM</p> <p>Director Of Corporate &amp; Community Services</p> <p>EDM</p> <p>EDM</p>	<p>\$1,000</p>
<b>1.1 ii) Liaise with government and business organisations</b> that may assist with funding or advisory services.	<ul style="list-style-type: none"> <li>▪ Establishing and maintaining relationships through various forums and daily enquires.</li> <li>▪ Through the Grants Officer</li> </ul>	<p>Forums Quarterly</p> <p>On a continual basis</p>	<p>EDM &amp; Grants Officer</p> <p>Grants Officer</p>	<p>-</p>
<b>1.1 iii) Promotion of the region;</b> Provide Tours  Distribute promotional and marketing material	<ul style="list-style-type: none"> <li>▪ As and when required (Doctors and Country Week Tours).</li> <li>▪ New Developments section of the website.</li> <li>▪ CD ROMS and Promotional Packs.</li> <li>▪ Hunter Lifestyle Publication.</li> </ul>		<p>EDM</p> <p>EDM</p>	<p>-</p>
<b>1.2 iv) Liaisons with Business Support and Network Groups</b> such as Chambers' of Commerce and other relevant business groups.	<ul style="list-style-type: none"> <li>▪ Muswellbrook Chamber of Commerce</li> <li>▪ Denman Chamber of Commerce</li> <li>▪ Business Enterprise Centre (BEC)</li> </ul>	<p>Monthly</p> <p>As requested</p> <p>Regularly</p>	<p>EDM</p> <p>EDM</p> <p>EDM</p>	

<b>STRATEGY AREA: 2</b>	<b>COMMUNITY PERCEPTION</b>			
<b>GOAL:</b>	To enhance the internal and external perception of Muswellbrook Shire as the “ideal place to <b>LIVE, WORK &amp; PLAY</b> ”.			
<b>ACTION:</b>	<b>PERFORMANCE MEASURE</b>	<b>WHEN</b>	<b>WHO</b>	<b>BUDGET</b>
2.1 <b>Support local events</b> that provide economic benefits to the community of Muswellbrook Shire.	<ul style="list-style-type: none"> <li>▪ Events supported</li> </ul>	As required	EDM & MMS Coor	
<p>2.2 (a) <b>Presentation of Muswellbrook Shire</b> Work with business stakeholders, industry support groups and community representatives to identify improvement areas for the beautification of the Muswellbrook Shire.</p> <p>2.2 (b) Review short, medium and long term processes, for example, the arrangement of streets being cleaned on a regular basis, and also working closely with the Chamber for ongoing clean up campaigns.</p>	<ul style="list-style-type: none"> <li>▪ Beautification improvements identified.</li> <li>▪ Projects identified with the Chamber and other parties in relation to clean up campaigns.</li> </ul>	<p>Ongoing</p> <p>Constantly reviewed</p>	<p>Main Street Committee &amp; Branding Committee &amp; EDM</p> <p>Director Of Corporate and Community Services</p>	
2.3 <b>The Community Grants Office</b> will provide training, mentoring and information services to community groups, sporting groups and Council in the field of grants and grant writing. The position will develop training programs and support systems that will ensure long term adoption of effective grant writing, reporting and acquittal skills by community and sporting groups within the Muswellbrook Shire Local Government Area.	<ul style="list-style-type: none"> <li>▪ Grants Officer will report to the Advisory Committee on a regular basis.</li> <li>▪ The Grants Officer will report regularly giving the Project Manager, EDM, feedback and updates on training, mentoring, workshops, grants applied for and other KPI's.</li> </ul>	<p>Quarterly reporting</p> <p>Regularly</p>	<p>CAN Advisory Committee</p> <p>EDM</p>	

STRATEGY AREA 3:	POPULATION, INFRASTRUCTURE & PROVISION OF SERVICES			
GOAL:	To sustain and increase the region's population in order to maintain and enhance community infrastructure, health facilities and educational provision etc. To constantly review and plan upgrading of all public utilities for example water, power and sewage etc.			
ACTION	PERFORMANCE MEASURE	WHEN	WHO	BUDGET
<b>3.1 Marketing the benefits of living and working within the Shire</b> and building awareness outside of our region of the opportunities available by relocating to the Muswellbrook Shire region.	<ul style="list-style-type: none"> <li>▪ Participation in 'Country Week' Identifying promotional opportunities surrounding the event.</li> <li>▪ Distributing CD ROM and brochures amongst both community and supplying to external sources on request.</li> </ul>	<p>August to Review Annually</p> <p>As and when required</p>	<p>EDM</p> <p>EDM</p>	<p>\$20,000</p> <p>inclusive in above budget</p>
<b>3.2 (a)</b> Investigate the opportunities resulting from the proposed Natural Gas pipeline from Queensland to Newcastle. <b>3.2 (b)</b> Updates be provided on the proposed New England Hwy Muswellbrook Bypass and the National Gas Pipeline. <b>3.2 (c)</b> Assist with enquiries relating to the proposed Power Station.	<ul style="list-style-type: none"> <li>▪ Obtain progress updates on project.</li> <li>▪ Present to the Making Muswellbrook Shire Committee Meeting when information is available.</li> <li>▪ Supplied when requested and information is available</li> </ul>	<p>Proposed received 6 monthly</p> <p>Reviewed Annually</p>	<p>Muswellbrook Chamber of Commerce / EDM</p> <p>EDM</p> <p>EDM</p>	
<b>3.3 Attraction of Medical Practitioners</b> <ul style="list-style-type: none"> <li>• Assist the Brook Medical Centre to entice visiting student Medical Practitioners to a rural return by conducting tours of the Muswellbrook region.</li> <li>• Sponsorship of a medical student through the NSW Rural Doctors Association "Bush Bursary" for work placement in conjunction with the Shire of the Upper Hunter and Singleton Shire Council.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council and Brook Medical Centre to participate in Doctors tours.</li> <li>▪ Attendance and follow-up from "Country Week".</li> </ul>	<p>As required</p> <p>August Annually</p>	<p>EDM</p> <p>EDM</p>	
<b>3.4 Infrastructure Requirements</b> <ul style="list-style-type: none"> <li>• Land, housing and industrial land developments should be investigated in relation to the growing community needs and infrastructure demands. (For example, water, sewage, parks, sports centres and other community amenities and services).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Present to the Making Muswellbrook Committee meeting to address any issues and for updates with, Director Community Infrastructure.</li> </ul>	<p>Reviewed every 6 months</p>	<p>EDM &amp; DCI</p>	

STRATEGY AREA: 4		EMPLOYMENT & EDUCATION			
<b>GOALS:</b>		<ol style="list-style-type: none"> <li>1. <b>(Immediate)</b> To ascertain an accurate indication of employment needs.</li> <li>2. <b>(Short Term)</b> To meet the Muswellbrook region's industry needs for current skilled trade shortages.</li> <li>3. <b>(Long Term)</b> To encourage and support apprenticeship and traineeship positions for the ongoing requirements for skilled trade positions and other employment opportunities.</li> <li>4. <b>(Ongoing)</b> To sustain and increase future employment opportunities for the local community and school.</li> </ol>			
ACTION	PERFORMANCE MEASURE	WHEN	WHO	BUDGET	
4.1 <b>(Immediate)</b> possibly conduct an industry survey to gain a 'true' indication of current skilled labour shortages and future needs for planning and goal setting.	▪ Survey Conducted and Skills gaps identified 2006.	July Review Annually	EDM		
4.2 <b>(Short Term)</b> 4.2 (a) Liaise with TAFE and other Registered Training Organisations to provide training to meet industry specific skills and needs. 4.2 (b) Inform potential new residents to live and work within the Shire to fill gaps unable to be filled locally through initiatives such as 'Country Week'. 4.2 (c) Work with Xstrata Mangoola in the delivery of the training MOU.	<ul style="list-style-type: none"> <li>▪ Number of programs including the Mining and Engineering Skills Development Group and Upper Hunter Vocational Education and Industry Network (UHVEIN).</li> <li>▪ Follow-up on all initiatives.</li> <li>▪ Regular meetings to set up MOU programme.</li> </ul>	Ongoing to address needs  Ongoing  Bi monthly	EDM  EDM  Assistant DCCS		
4.3 <b>(Long Term)</b> 4.3 (a) Liaise regularly with TAFE and other Registered Training Organisations to cater for training needs of the future with prevocational and apprenticeship programs. 4.3 (b) Liaise regularly with local industry to encourage the take up of apprentice and traineeships. 4.3 (c) Work with TAFE, employment agencies, industries, local High Schools and Careers Advisors to shift the current culture and lack of prestige attached to skilled labour positions.	<ul style="list-style-type: none"> <li>▪ Meeting with UHVEIN and Regional Industry Careers Adviser (RICA)</li> <li>▪ Regular consultations with local business/industry.</li> <li>▪ Meeting with (UHVEIN) Upper Hunter Vocational Education and Industry Network.</li> <li>▪ Liaise with Try a Trade Coordinator in the lead up to Try a Trade</li> </ul>	Bimonthly  Ongoing  Bimonthly  December Annually	EDM  EDM  EDM  EDM		
4.4 <b>(Long Term)</b> School infrastructure requirements be investigated in relation to the new developments of residential land and the increase in demand for schooling.	▪ Contact the Department of Education.		Planning Department		
4.5 <b>(Ongoing Employment Opportunities)</b> Refer to Industry & Business Development Strategy Area 1.1 (a) Assist to all enquiries and help to attract diverse and complementary		Ongoing	EDM		

business/industry to the region for employment opportunities.				
<b>STRATEGY AREA: 5</b>		<b>TOURISM &amp; PROMOTION</b>		
<b>GOAL:</b>		To promote Muswellbrook Shire as a tourist destination and attract visitors to the region.		
<b>ACTIONS:</b>	<b>PERFORMANCE MEASURE</b>	<b>WHEN</b>	<b>WHO</b>	<b>BUDGET</b>
<b>6.1 Signage; Information Bays, Directional Entrance, Direction &amp; Distance at decision points and 'Welcome' Signs.</b> Provide a signage system to assist visitors to identify and locate local tourism destinations. Incorporate also signage into a tourism theme for Muswellbrook Shire.	▪ Project currently underway.	2008/2009	Community Infrastructure & Branding Committee	
<b>6.1 (a) 'Welcome' Signs</b> ▪ Design tourism theme for 'Muswellbrook Shire' text i.e. logo/graphic design.	▪ Design adopted.	2008/09	Branding Committee	
<b>6.2 Visitor Information Centre;</b> Ensure the Muswellbrook Visitors Centre operates in accordance with the accreditation.	▪ Operations continually reviewed, to ensure no reports of non-compliance.	Ongoing.	Tourism Officer	
<b>6.3 Volunteers;</b> Maintain volunteer group with a roster that ensures the centre is open 7 days a week.	▪ Roster system being revised to ensure more flexibility for the Making Muswellbrook Shire Committee Coordinator.	June/July 2008	Tourism Officer & EDM	
<b>6.4</b> Set up regular forums with stakeholders. This would involve Meeting all tour operators, motels and other tourist businesses and Survey where visitors to the area originate from and why they visit.	▪ Regular meeting/forums with Motels, Bed & Breakfasts, Wine Cellar Doors, Tour Operators, Horse Studs etc in place.	Ongoing	Tourism Officer	
<b>6.5</b> Promote Muswellbrook Shire to potential visitors through attending expos and through promotional campaigns.	▪ A twelve month formal calendar of proposed Tourism Expo's and campaigns (including budgetary requirements) to be presented to the committee for approval.	Annually	Tourism Officer	
<b>6.6</b> Develop and maintain a Calendar of Events. This calendar can be provided for various media, websites etc.	▪ Calendar of events to be prepared and submitted to the committee for notation.	Review Annually	Tourism Officer	
<b>6.7</b> Coordinate and promote the Muswellbrook Spring Carnival and prepare an event management plan and budget for all activities of the Making Muswellbrook Shire Coordinator throughout this period.	▪ The theme is currently under review and once complete will be presented to the event management plan to the committee.	June Annually	Tourism Officer	

STRATEGY AREA: 5		TOURISM & PROMOTION CONTINUED			
ACTIONS:		PERFORMANCE MEASURE	WHEN	WHO	BUDGET
6.7	Seek opportunities for new, innovative and unique events for the Muswellbrook Shire region.	▪ Report any suggestions to the Committee.	Ongoing	Tourism Officer	
6.8	Review existing 'Dollar a Day' fundraising method and prepare a cash-flow forecast to prioritise funding allocations for expos/promotional campaigns as reflected in point 6.6.	▪ Review to be provided on current fundraising method.	June Annually	Tourism Officer	
6.9	Seek new or improved methods to financially support promotional campaigns. Review the possibility of the implementation of fees.	▪ Report any new suggestions to the Committee.			
6.10	Support the Upper Hunter Country Tourism Association as the peak Sub-regional tourist promotion body.	▪ Initiatives to be provided to the Committee for notation and approval.	Ongoing	Tourism Officer	
6.11	Participate in the activities of the Hunter Region Tourist Organisation.	▪ Initiatives to be provided to the Committee for notation and approval.	Ongoing	Tourism Officer	
6.12	To maintain accurate and up to date tourism information at the Visitor's Centre.	▪ Updated information obtained.	Ongoing	Tourism Officer	
6.13	Maintain and enhance the Muswellbrook Visitors Centre Website <a href="http://www.muswellbrook.org.au">www.muswellbrook.org.au</a> and assist Council to maintain tourism aspects of their website.	▪ Implement a maintenance schedule with contacts for changes. Progress on the maintenance schedule is to be provided to the committee.	Bimonthly	Tourism Officer	
6.14	Continual support of the establishment of (level 3) VIC located in Denman.	▪ Support stakeholders to meet accreditation requirements. Ensure that 'local' (level 3) VIC's operate in accordance with accreditation.	Ongoing	Tourism Officer	