



# **Council Review**

## **Q4 – 2019/20 Operational Plan**

## Economic Prosperity

### *Plan for Local Economic Prosperity*

Support job growth.

*Facilitate the expansion of and establishment of new industries and business.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
1.1	Facilitate the expansion of and establishment of new industries and business.	1.1.1 Complete refurbishment work on the Innovation Hub.	Innovation Hub is available to provide subsidised rent for innovative and new businesses.	Progressing	January, 2020	Development Approval for refurbishment work awarded at the June 2020 Ordinary Council Meeting following Heritage Council general terms of approval. Architect to be engaged for detailed design, and draft construction documentation being prepared for tender.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		1.1.2 Support Economic Development and Innovation initiatives of Council through the local planning framework.	Provide advice in relation to strategic land use planning and development controls to support Councils Economic Development and Innovation initiatives, as required and provide annual report to Council on related activities.	Completed	Reported monthly to Council.	Comments and assistance provided to Council's Policy Analyst Economic Transition and Innovation Officer as requested. Policy Analyst Economic Transition and Innovation Officer advises Councillors as necessary.
		1.1.3 Review environmental goods and services activity in region	Audit conducted and report delivered	Completed	30 June, 2020	The Bio-Valley Study has been delivered and presented to the HJO.

**Diversify the economy, facilitate the development of intensive agriculture and other growth industries, make the Shire a more attractive place to invest and do business.**

***Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
2.1	Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise.	2.1.1 Support Economic Development and Innovation initiatives of Council through the local planning framework.	Provide advice in relation to strategic land use planning and development  controls to support Councils Local Strategic Planning Statement, Local Environment Plan and Development Control Plan	Completed	Annual report to Council	Comments and assistance provided to Council's Policy Analyst Economic Transition and Innovation Officer where required. Policy Analyst Economic Transition and Innovation Officer reports information to Councillors as necessary.

***Work with University of Newcastle on research and innovation in areas where the Upper Hunter has a competitive or comparative advantage.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
2.2	Work with University of Newcastle on research and innovation in areas where the Upper Hunter has a competitive or comparative advantage.	2.2.1 Advocate for establishment of Upper Hunter Econmic Development Corporation (UHEDC) to NSW Government. Apply for Ministerial approval and commence strategic planning process	UHEDC established	Completed	30 June 2020	An application has been forwarded to the Minister to seek approval for the establishment of the Hunter 2050 Foundation as a subsidiary of the Hunter Joint Organisation of Councils. The Hunter 2050 Foundation will be charged with leading economic transition and diversification across the Hunter Valley with a focus on facilitating new industry to the Hunter and the Upper Hunter.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		2.2.2 Establish governance structure and promotion of business opportunities for the Hunter Pilot Biorefinery	Hunter Pilot Biorefinery Advisory Committee established	Completed	30 June 2020	Council has been working with the Department of Premier and Cabinet on a substantial grant from Growing Local Economies to secure water supply that will enable the development of intensive agricultural industry in the Muswellbrook Shire, for example a new abattoir.
		2.2.3 Continue to work with the Hunter Research Foundation Centre and other economists to deliver economic modelling and evidence for the advancement of economic development in the Shire	Research studies and economic modelling provided to Council.	Completed	30 June 2020	Council is working with the University of Newcastle on the establishment of a new research centre, based in Muswellbrook, that will undertake the economic modelling to attract new industry to the shire.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		2.2.4 Delivery of Job Creation Fund Projects.	Two job creation projects funded and delivered	Completed	30 June 2020	Geotechnical work has now begun to complete feasibility on the development AGL's Pumped Hydro Storage facility. Council is working with Idemitsu on the development of a Snow Dome on the Muswellbrook Coal site, which is due to close in 2022.
		2.2.5 Development of comprehensive investment prospectus.	Investment prospectus produced and dedicated page established on website	Progressing	30 June 2020	The Upper Hunter regional website is now live and provides a virtual overview of the economic opportunity in the Muswellbrook Shire.
		2.2.6 Implementation of key recommendations in the Upper Hunter Tourism Strategy.	i. Wollemi walks produced and marketed on both Council and NSW Parks websites.	Progressing	30 June 2020	Progress in implementation of the Upper Hunter Tourism Strategy has been

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
			ii. Commission study into tourism accommodation in the Upper Hunter and exploration of Wollemi National Park access opportunities		30 June 2020	limited in 2020 due to COVID-19.
			iii. Partner with Destination NSW to investigate market opportunities in Western Sydney through Blue Mountains		30 June 2020	
		2.2.7 Formalise partnership with the University of Newcastle in the BioValley initiative	Memorandum of Understanding signed with University of Newcastle	Completed	30 June 2020	Bio Valley study was commissioned and completed.



***Review the Local Environmental Plan and Development Control Plan to improve investment certainty for industry.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
2.3	Review the Local Environmental Plan and Development Control Plan to improve investment certainty for industry.	2.3.1 Finalise the Local Strategic Planning Statement (LSPS)	Develop an interim Local Strategic Planning Statement endorsed by Council, in consultation with the Department of Planning and Environment.	Progressing	30 June 2020	Council resolved to exhibit the Draft Local Strategic Planning Statement at the on 30 June 2020 Meeting.

***Implement the Muswellbrook, Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
2.4	Implement the Muswellbrook, Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.	2.4.1 Seek commercial opportunities consistent with Muswellbrooks Town Centre Strategy	Seek opportunities to fund buildings providing commercial opportunities within the Muswellbrook Town Centre	Completed	30 June, 2020	Concept developed to be reported to Council.
		2.4.2 Review Councils Parking Study 2010 and develop a comprehensive parking strategy for Muswellbrook and Denman taking into account Councils endorsed strategies for both town centres	Existing Parking Study reviewed and a comprehensive parking strategy for Muswellbrook and Denman Shire developed for endorsement	Progressing	30 June 2020	Preliminary parking survey work for the Muswellbrook Town Centre is being undertaken by Community Infrastructure.
		2.4.3 Construct further stages of the Rail Noise Abatement Wall	In liaison with stakeholders and Australian Rail Track Corporation (ARTC), advocate for further grant funding to construct further stage	Completed	30 June 2020	All works and associated landscaping complete of Noise Walls 1, 3, & 4 in consultation with ARTC.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		2.4.4 Construct additional gateway access to Olympic Park	Construction of additional gateway access to be underway by June 2020	Progressing	30 June 2020	Review of Environmental Factors is being prepared together with bridge concept options for Council's consideration.
		2.4.5 Develop detailed design for the Olympic Park Precinct upgrade	Develop detailed design for construction subject to available funding	Completed	30 June 2020	Proceeding with design and works for a number of capital projects as per master plan.
		2.4.6 Develop detailed design for Muswellbrook Aquatic Centre upgrade	Complete construction of stage 1 of Aquatic Centre	Completed	30 June 2020	Detailed design has been completed and construction has commenced.
		2.4.7 Development of Denman Walking Trail	Walking trail constructed and launched	Completed	30 June 2020	Construction of the Denman Lookout and Walking trail is now complete.

***Develop agricultural industry opportunities in the Shire.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
2.5	Develop agricultural industry opportunities in the Shire.	2.5.1 Develop an Agribusiness Development Strategy for Upper Hunter.	Agribusiness Development Strategy developed and reported to Council for endorsement	Progressing	30 June 2020	The focus of council's work to extend intensive agribusiness in the Shire has been focused on an application to the Growing Local Economies fund to construct a new water pipeline between Denman and Sandy Hollow to provide water security to support the development of intensive agribusiness in the west of the Muswellbrook Shire.
		2.5.2 Develop strategy for Food	i. Forum held with producers/farmers	Progressing	30 June 2020	The Food Upper Hunter project has

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		Upper Hunter in partnership with Upper Hunter Shire Council and Upper Hunter Country Tourism	ii. Strategy delivered		30 June 2020	been impacted by the drought, bushfires and then coronavirus. Resources have been allocated to working on projects to support existing small businesses. The new Upper Hunter Website, now live promotes existing industry and business. Muswellbrook Shire Council is working with Upper Hunter Council on extending and expanding the Buy Local campaign.

**Facilitate greater access to higher education and participation in the knowledge and creativity economy.**

*Through the Future Fund invest in additional education infrastructure, in partnership with Hunter TAFE, the University of Newcastle and othe providers.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
3.1	Through the Future Fund invest in additional education infrastructure, in partnership with Hunter TAFE, the University of Newcastle and othe providers.	3.1.1 Construct the Upper Hunter Innovation Precinct - Stage 2.	Upper Hunter Innovation Precinct - Stage 2 is constructed	Progressing	31 January 2020	Development Approval for works awarded at the June 2020 Ordinary Council Meeting following Heritage Council general terms of approval. Architect to be engaged for detailed design, and draft construction documentation being prepared for tender.

Social Equity and Inclusion

***Access to a wide range of community and government agencies appropriate for their age and needs.***

**Continue to improve the affordability, liveability and amenity of the Shire's communities.**

***Implement the outcomes of the Recreation Needs Study.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
5.1	Implement the outcomes of the Recreation Needs Study.	5.1.1 Maintain list of prioritised capital sport and recreation projects	Prioritised program reported to Council	Completed	30 September, 2019	The 2019-2020 approved General Recreation Programme works completed.

***Continue town centre revitalisation projects.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
5.2	Continue town centre revitalisation projects.	5.2.1 Deliver at least one piece of permanent public art as a part of the urban revitalisation project.	Installation of a permanent piece of public art as a part of the urban revitalisation project in 2019-20	Completed	30 June 2020	Public art mural installed in Marketplace laneway.

***Facilitate investment in entertainment opportunities, particularly for young people.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
5.3	Facilitate investment in entertainment opportunities, particularly for young people.	5.3.1 Library programs are developed that increase social engagement with young people in our libraries.	5% increase in youth memberships driven by library services and digital technologies in 2019/20.	Completed	30 June 2020	There has been a 5.1% increase in youth memberships of the Upper Hunter Regional library during 2019/20. The increase of 33 current members reflects the work that staff have completed to raise the awareness of library programs relevant to young people.
		5.3.2 Aquatic Centre and Gym programs are developed that increase social engagement and wellbeing with young people in Councils pools and gym	A 5% increase is achieved in youth memberships driven by Aquatic and Gym programs in 2019/20	Progressing	30 June 2020	The current Covid 19 pandemic has reduced the opportunities to increase social engagement and the wellbeing of young people at the Muswellbrook Aquatic and Fitness Centre in Q4 of the 19/20 financial year.



DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		5.3.3 Support the Upper Hunter Youth Services Committee in the relocation and development of their facility at a new location	Report to Council on the progress of the Upper Hunter Youth Services in providing a new location for their service during 2019/20	Completed	30 June 2020	The relocation of the Upper Hunter Youth Services deliveries has been strongly supported by Muswellbrook Shire Council during 2019/20. The project site was confirmed and work was completed on final design and costs associated with relocating this service to the Muswellbrook Indoor Sports Centre, in a purpose built addition to the facility.
		5.3.4 Identify opportunities that provide affordable entertainment for young people in isolated communities	Seek funding through grants and partnerships which provides affordable entertainment for young people in isolated communities	Completed	30 June 2020	Grant applications were created to support infrastructure that delivered affordable entertainment for young people in isolated communities. One application to support Upper Hunter Youth Services was successful.
		5.3.5 Deliver a Youth Week Event.	Support Youth Week activities during 2019/20 in partnership with other organisations	Not Progressing	30 June 2020	Youth Week activities did not progress during March 2020, due to the limitations of the Public Health Order current at that time. Instead planning continues for events which will possibly be held in October/November, 2020 as restrictions are reduced.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		5.3.6 Expand the home library service to include young people with mobility or accessibility issues	Achieve a 20% increase in home library recipients through Home Library, Mini Libraries and digital technologies during 2019/20	Completed	30 June 2020	There has been a 100% increase in the number of Home Library recipients to a range of demographics and abilities. Mini Libraries were ceased as a part of the Public Health Order, 2020, however digital borrowing saw an expedient increase in users.
		5.3.7 Explore opportunities to transform outcomes in line with the Muswellbrook Urban Riparian Landcare Master Plan through local planning instruments	Seek funding through grants and partnerships that deliver the Muswellbrook Urban Riparian Landcare Master Plan	Completed	30 June 2020	A number of grants have been received for work along Muscle Creek, adjacent to the Aquatic Centre and the Golf Course,

***Promote and facilitate increased participation in active and passive recreational activities.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
5.5	Promote and facilitate increased participation in active and passive recreational activities.	5.5.1 Maintain the sporting and recreational facilities to standard.	Continue local and industry benchmarking and report to Council.	Completed	October, 2019	Local benchmarking of sport and recreational facilities completed.
		5.5.2 Continue matched funding Small Sport and Recreation Grants Programme.	Open grants program	Completed	July 2019	Applications were awarded at the November 2019 Ordinary Council and acquittals are being completed by user groups.
		5.5.3 Continue matched funding Large Sport and Recreation Grants Programme	Open grants program	Completed	July 2019	Applications were awarded at the November 2019 Ordinary Council and acquittals are being completed by user groups.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		5.5.4 Continue user group consultation program and calendar.	Respective Facility User Group meetings and Muswellbrook Shire Sport and Recreation User Group meetings held biannually	Completed	30 June 2020	Facility user groups meetings held monthly and the biannual Muswellbrook Shire Sport and Recreation User Group meetings have returned after being interrupted by COVID-19 arrangements.
		5.5.5 Construction of Hunter Beach project	Construction underway	Progressing	30 June 2020	Review of Environmental Factors and Geotech engaged and investigations underway. Drainage consultant commenced. Package of works to be composed and prepared based on consultants findings to prepared early in the new financial year.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		5.5.6 Support the expansion of the Hunter Park Family Centre during their planning phase	Work with Upper Hunter Community Services on the expansion of the Hunter Park Family Centre and report on the progress of this project to Council as required	Progressing	30 June 2020	Staff have been working with Upper Hunter Community Services to review the possibility of delivering Hunter Park Family Centre from other suitable locations in the Wollombi Road area that might have room for their service to expand, the Covid19 pandemic slowed the delivery of this program and both organisations concentrated on different operating protocols and foci due to the Public Health Order.

***Consider and deliver social inclusion principles across Council functions.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
5.6	Consider and deliver social inclusion principles across Council functions.	5.6.1 Seek external grant funding opportunities to support the interests and aspirations of the Shire's communities.	Identify and adequately prepare projects for future grant opportunities	Completed	30 June 2020	Council continues to make applications for grants in line with the Community Strategic Plan and Delivery Program.
		5.6.2 Address the actions identified in accessibility building and property audits.	Deliver a prioritised capital works program	Completed	30 June 2020	Council approved General Building Renewal Programme 2019/20 includes works identified in accessibility building and property audits. Programme works have been completed.
		5.6.3 Include responsive adaptive actions in the Information Services Strategy	Council applies an Information and Communication Technology Strategy to enable improved service delivery to the community, governance and business improvement in line with Councils Fit for the Future commitments	Progressing	30 June 2020	Implemented Minecast and Crowd Strike, these are both next generation platforms and will set council up for a transition to cloud based infrastructure in the future. AP work flow has been order and due to completed in the second half of the Year.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		5.6.4 Implementation of Disaster Recovery infrastructure and the review of Disaster Recovery Plan	Draft Information and Communications Technology (ICT) Disaster Recovery Plan is endorsed by MANEX	Progressing	30 June 2020	Further fine tuning and incremental improvements being made to improved the system where possible. Plan in development.
		5.6.5 Continued implementation of Asset Management System phase 2 - financial components.	i. Pilot asset classes utilising Capital Value Register (CVR) and Strategic Asset Management (SAM) module functionality	Progressing	30 June 2020	The major asset classes have been successfully uploaded in the Asset Management System. Further progress has slowed down due to the departure of a key resource. Progress will resume in 2020/21.
			ii. Provide report recommendation for work order and General Ledger restructure		30 June 2020	

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		5.6.6 Continue implementation of Customer Request Management System (CRMS) and customer online transaction portal.	Customers able to log service requests and other online transactions through online portal	Completed	30 June 2020	CRM's and Online payments, can be all made by the Council community portal. The system has been live since February 2020 with a growing number of transactions occurring through the portal. The online portal and internal portal are the same system thus they are correctly reflected throughout Council's operating environment.
		5.6.7 That the needs of people with varying abilities are a constant consideration in Council's plans and strategies.	Develop a style guide for Muswellbrook Shire Council that considers the communication needs of people with varying abilities	Progressing	30 June 2020	Council's style guide is nearing completion and will be launched in the later half of 2020.



***Facilitate the provision of affordable housing opportunities through development application process as encouraged through the Affordable Rental Housing SEPP 2009.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
5.7	Facilitate the provision of affordable housing opportunities through development application process as encouraged through the Affordable Rental Housing SEPP 2009.	5.7.1 Facilitate the provision of affordable housing opportunities through the development application process via changes to Council policies	Modify and report as required to Council on changes required to the Local Environment Plan and Development Control Plan to reflect amendments in the Affordable Housing SEPP	Completed	30 June 2020	There were no changes to the Affordable Housing SEPP this quarter

### Stabilise the tenancy turnover in the Shire's social housing.

*Continue partnership with government and community housing services to reduce the turnover of tenants in the Shire's social housing.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
6.1	Continue partnership with government and community housing services to reduce the turnover of tenants in the Shire's social housing.	6.1.1 Support the continued delivery of the Collaborative Impact Facilitators Project with respect to social housing tenants in partnership with other providers	Seek external funding to support the ongoing work of the Collaborative  Impact Facilitator to reduce the turnover of tenancies in social housing and access to education opportunities	Not Progressing	30 June 2020	The CREATE change Coalition has finalized their program of work and the role of the Collaborative Impact Facilitator has ceased. This operational plan action will not progress further.

## Build social inclusion and improve the delivery of social services.

### *Facilitate and Implement improved disability access and inclusion across the Shire.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
7.2	Facilitate and Implement improved disability access and inclusion across the Shire.	7.2.1 Continue the internal oversight of the accessibility audit through the internal Accessibility Audit Committee	Meetings held internally as required to drive improvements in accessibility issues across the Shire based upon service requests and community consultation	Completed	30 June 2020	The internal oversight of accessibility has not required a meeting of the internal Accessibility Audit Committee. Instead these matters are raised during Pre-DA meetings with the Planning Business Unit and through Construction Certificates.
		7.2.2 Apply Disability Access and Building Code of Australia (BCA) requirements to Development Applications and Construction Certificate applications across the Shire	Progress towards ensuring compliance with the disability access through BCA requirements during Development Applications and Construction Certificate processes	Completed	30 June 2020	This has become "Business as Usual" for planning and building staff, with accessibility reports required for significant development proposals.

## Retention and expansion of quality and affordable child care services.

### *Facilitate investment in child care services across the Shire.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
8.1	Facilitate investment in child care services across the Shire.	8.1.1 Progress the design of Upper Hunter Early Learning Centre and prepare for funding opportunities.	Design developed to support grant funding opportunities	Completed	30 June 2020	Design developed to the extent to support funding opportunities.
		8.1.2 Implement the actions identified in the review of the Childrens Services Strategic Plan to improve childcare, early childhood education and preschool options across the Shire.	Deliver the actions of the revised Childrens Services Plan and report annually to Council on the progress of the plan during 2019/20	Progressing	30 June 2020	Work on the Children's Services plan did not continue to finalization during 2020.
		8.1.3 Construct a suitable crèche as part of the Muswellbrook Aquatic and Fitness Centre renewal.	Complete construction of creche	Completed	30 June 2020	Creche included in the design of the Muswellbrook Aquatic Centre upgrade.

## Facilitate opportunities to expand seniors' living.

*Facilitate discussions with other levels of Government to enhance the delivery of services to support older people to live in the Muswellbrook Shire.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
9.2	Facilitate discussions with other levels of Government to enhance the delivery of services to support older people to live in the Muswellbrook Shire.	9.2.1 Deliver the ageing strategy in consultation with residents of Muswellbrook Shire.	Incorporate Councils Ageing Strategy into policy development and the Integrated Planning and Reporting process	Completed	30 June 2020	The Muswellbrook Shire Ageing Strategy has been adopted by Council and distributed throughout the community during the preparations for the Seniors Festival week, 2020. An action list identifying future work will be considered as part of the 2021/22 Operational Plan
		9.2.2 Partner with other community groups and organisations to deliver and promote a directory of Seniors Festival events	Support the delivery and promotion of Seniors Festival Events through the development of a Festival Guide	Completed	30 June 2020	Seniors Festival Program developed and promoted in 2020.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		9.2.3 Increase the membership of older people at both Muswellbrook and Denman Aquatic Centres, gym and Upper Hunter Regional Library Service	<p>A 5% increase is achieved in aquatic centre program memberships at both</p> <p>Denman and Muswellbrook Aquatic Centres during 2019/20</p>	Not Progressing	30 June 2020	The continual closure of the Denman and Muswellbrook Aquatic Centres due to Covid 19 restrictions has halted the service deliveries in age appropriate activities at both Centres. Attendance had increased approximately 2.5% during 2019/20.

## Further the process of reconciliation in the Shire.

*Collaborate with the local Aboriginal people on projects which enhance an appreciation for, and which develop the vitality of, Aboriginal culture.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
10.1	Collaborate with the local Aboriginal people on projects which enhance an appreciation for, and which develop the vitality of, Aboriginal culture.	10.1.1 Facilitate and support the Aboriginal Culture and Heritage working group.	Provide reports to Council on the activities of the Aboriginal Culture and Heritage working group during 2019/20	Completed	30 June 2020	The Aboriginal Culture and Heritage Working Group has not been convened during 2019/20 and will only occur now if required.
		10.1.2 Work with the Aboriginal community on the delivery of at least two events annually to celebrate and promote Aboriginal art and culture	Provide support and report as required to Council on the delivery of two  Aboriginal art and culture events during 2019/20	Completed	30 June 2020	The NAIDOC week 2019 exhibition at the Muswellbrook Regional Arts Centre included an Exhibition by local Aboriginal Artist Travis De Vries.
		10.1.3 Review the currency of the Working with ATSI website and make necessary changes to reflect changes in legislation and policy	Working with ATSI website reviewed and necessary changes made to achieve information currency	Completed	30 June 2020	A quarterly review of the Working with ATSI website was conducted during Q4 of 2019/20 with no work required.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		10.1.4 Monitor the conservation of the Aboriginal Reconciliation Mural and Aboriginal Artifacts project to ensure conservation occurs as required	Report on monitoring and maintenance of the Simpson Park Mural as this occurs	Completed	30 June 2020	A quote has been provided by International Conservation Services this quarter.



***Raise awareness of the local Aboriginal community and an appreciation of their long traditions and culture.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
10.2	Raise awareness of the local Aboriginal community and an appreciation of their long traditions and culture.	10.2.1 Work with the Aboriginal community to improve access to cultural and educational activities.	i. Seek funding for the design and construction of a cultural keeping space in partnership with the Aboriginal Community during 2019/20	Progressing	30 June 2020	The development of the Aboriginal Reconciliation Action plan has been considered and discussions held with the Aboriginal Community regarding a Community Cultural Hub. These discussion have been suspended ceased, the development of an Aboriginal Treaty has commenced with the Aboriginal Community.
			ii. Explore the development of an Aboriginal Development Action Plan in partnership with the Aboriginal Reconciliation Committee		30 June 2020	
		10.2.2 Work with the Aboriginal Community on programs that support native tree plantings on Aboriginal Land that has been identified by the Wanaruah Lands Council as suitable.	i. Convene meetings to discuss the appropriate native tree plantings on identified Aboriginal Land	Progressing	30 June 2020	Meeting held to discuss possible native tree plantings at the "Common". No final plans or source of funding.
			ii. Seek external funding to achieve native tree plantings on Aboriginal Land		30 June 2020	

## Environmental Sustainability

*Environmental Sustainability to focus on the regeneration of mined land and urban riparian areas, increase our use of renewable energy and to monitor and manage our use of natural resources.*

*Higher quality final landforms with shallower voids and more emphasis on progressive rehabilitation with local workforce participation.*

*Work in partnership with industry and other levels of government to achieve improved rehabilitation outcomes for disused mining lands and ongoing employment for the local workforce.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
11.1	Work in partnership with industry and other levels of government to achieve improved rehabilitation outcomes for disused mining lands and ongoing employment for the local workforce.	11.1.1 Review Councils Land Use Development Strategy and develop a Mining and Extraction Policy to inform Councils involvement in mining and extraction activity within the Shire	Councils Strategic Planning Statement is endorsed by the NSW Department of Planning and Environment and the Local Environment Plan is submitted to the NSW Department of Planning and Environment. These documents will inform Councils involvement in mining and extraction activity within the Shire	Progressing	30 June 2020	Council's Local Strategic Planning Statement is on exhibition and progressing in consultation with the NSW Department of Planning.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		11.1.2 Review new and modified consent applications approved by Department of Planning & Environment to ensure they are consistent with Councils Mining Policy	Review and report as required during 2019/20 on revised Mine Operation  Plans and Mine Rehabilitation Plans in a timely manner to ensure that Councils mining policy is met	Completed	30 June 2020	MOPs reviewed for Mt Arthur and Muswellbrook Coal
		11.1.3 Provide advice to Community Consultative Committees operated by the mines within the Shire	Attend all Community Consultative Committee meetings and report on the  outcomes of these meetings to Council as required	Completed	30 June 2020	Council staff attend the Muswellbrook Coal, Bengalla, Mt Pleasant and Dartbrook CCC meetings.

## Enhance native vegetation connectivity across the Upper Hunter.

*Support Landcare initiatives and programs to enhance native vegetation connectivity across the Upper Hunter.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
12.1	Support Landcare initiatives and programs to enhance native vegetation connectivity across the Upper Hunter.	12.1.1 Support existing Landcare groups and investigate the creation of new Landcare groups within Muswellbrook Shire	Report monthly on the activities of the existing landcare groups and support establishment of new groups across the Shire as this occurs during 2019/20	Completed	30 June 2020	Upper Hunter Region Land care Network provide Council with a monthly report on land care activities in the Shire. Efforts to grow local Land care Groups made difficult by bushfire season and now Covid 19 will also be a disruption to public gathering.
		12.1.2 Maintain rehabilitation works along Muscle Creek, Karoola Wetlands and Denman Wetlands to improve habitat quality and vegetation connectivity across the Upper Hunter	Rehabilitation work maintained	Completed	30 June 2020	Works Parks programme the maintenance of rehabilitated riparian and re-vegetated areas.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		12.1.3 Maintain areas that have undergone rehabilitation activities to avoid degradation	Rehabilitation work maintained	Completed	30 June 2020	Works Parks programme the maintenance of rehabilitated riparian and re-vegetated areas.
		12.1.4 Continue Council's efforts running multiple National Tree Day planting events in Muswellbrook and Denman.	Report on outcomes of the National Tree Day	Completed	April 2020	National Tree day held, details provided to Councillors in monthly Director's report.

**Our local rivers and creeks are enhanced, utilised and valued.**

***Adopt an Urban Riparian Masterplan and implement actions.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
13.1	Adopt an Urban Riparian Masterplan and implement actions.	13.1.1 Plan a staged program of works and seek funding for the implementation of the Council adopted Muswellbrook Urban Riparian Landcare Master Plan (MURLMP)	Seek external funding to support the ongoing work of prioritised actions that deliver the Muswellbrook Urban Riparian Landcare Master Plan (MURLMP)	Completed	30 June 2020	A number of grants have been received and are being spent on work along Muscle Creek.

**Support initiatives which reduce the community's impact on the environment.**

**Carry out actions under the Sustainability Action Plan**

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
14.1	Carry out actions under the Sustainability Action Plan	14.1.1 Work towards developing a Muswellbrook Shire Catchment Management Plan which prioritises areas for remediation and identifies current and potential water pollution threats	Seek funding to develop a Muswellbrook Shire Catchment Management Plan that prioritises areas for remediation, access and improved water quality	Completed	30 June 2020	A grant funding source for a Shire wide catchment management plan has not been identified.
		14.1.2 Monitor air quality for the Shire and advocate for improved quality, regulation and compliance	i. Provide quarterly presentations to Council on the outcomes of the Upper Hunter Air Quality Monitoring Network	Completed	Quarterly to 30 June 2020	Staff email Councillors a copy of the Air Quality Monitoring Network seasonal newsletter with statistics quarterly. Air quality monitoring by Council (ANSTO) continues to occur.
			ii. Conduct and report weekly air quality monitoring at Councils air quality		Weekly to 30 June 2020	
			monitoring station to inform policy improvements for external regulators			

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		14.1.3 Seek funding to deliver the Muswellbrook Shire Renewable Energy Action Plan	Implement and report quarterly on the delivery of the Muswellbrook Shire Council Renewable Energy Action Plan as funding is identified during 2019/20	Progressing	30 June 2020	Projects currently on hold waiting for development of new sites e.g. Animal Shelter & Sustainability Hub.
		14.1.4 Investigate opportunities for joint ventures with renewable energy innovators and power suppliers	One energy project/partnership recommended to Council	Completed	30 June 2020	Council continues to explore opportunities for alternative and renewable energy generation.
		14.1.5 Conduct a community education program to reduce the volume of food and green waste.	Conduct and report on the outcomes of an education program that facilitates community understanding of food and green waste that diverts waste from landfill	Progressing	30 June 2020	Education programs are ongoing, information on activities is provided in monthly Director's Report
		14.1.6 Implement procurement procedures to minimise waste and improve sustainability outcomes	Develop operational targets and a method of collecting and reporting on Council improvements in water use and waste minimisation	Progressing	31 December 2019	Collecting data for all Council activities difficult, considering starting with discrete sites where water use is monitored



DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		14.1.7 Support business and engage with the community to promote waste minimisation and re-use	Deliver and communicate the results of the Council Sustainability and Landcare Grants	Completed	30 June 2020	Grants offered to local Landcare Groups. Updates on progress provided in monthly Director Reports
		14.1.8 Encourage establishment, participation and maintenance of community gardens	Report monthly to Council on the community use of the Sustainability Hub and any new initiatives undertaken by the groups that use the Hub	Completed	30 June 2020	Activities reported in the monthly Director's report to Council. Activities slowed due to Covid. Plant seedlings food grown in the gardens offered to the community. composting still occurring.
		14.1.9 Source funding and grant opportunities for energy, waste, and water sustainability projects as applicable	External funding, through grants, is identified for energy, waste and water sustainability projects within Muswellbrook Shire and project outcomes reported to Council	Completed	30 June 2020	Staff are monitoring upcoming grant funding sources.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		14.1.10 Continue surveillance and regulation of illegal dumping on an ongoing basis	Work with community to identify regular illegal dumping locations throughout the Shire and source grant funding that delivers projects that reduce the impact of littering in these locations during 2019/20	Completed	30 June 2020	Regulatory staff investigate reports of illegal dumping and arrange for material to be removed to the waste facility. Staff are collating information to determine if there are any regular illegal dumping locations.
		14.1.11 Implement the planned management actions outlined in the Flying Fox Management Plan including the establishment of a Grey-headed Flying Fox Habitat if external funding can be identified to assist in its establishment	Seek funding to implement the Flying Fox Management Plan and establish habitat as opportunities arise during 2019/20	Progressing	30 June 2020	Grant funding for removal of weed trees that attract Flying Foxes. .

***Require all development proposals to avoid and mitigate against potential environmental impacts and facilitate improved environmental outcomes where possible.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
14.2	Require all development proposals to avoid and mitigate against potential environmental impacts and facilitate improved environmental outcomes where possible.	14.2.1 Investigate offsetting options for Council under the NSW Biodiversity Offset Scheme	Report provided to Council regarding possible Biodiversity Offset Options	Completed	30 June 2020	Report considered by Council at the May Council meeting.

## Cultural Vitality

*Increase the local variety, availability and access to the arts and cultural experiences.*

**Conserve the heritage and history of the Shire.**

*Support the conservation and restoration of the Shire's heritage items*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
16.1	Support the conservation and restoration of the Shire's heritage items	16.1.1 Complete the adaptive reuse works of Loxton House.	Adaptive reuse works completed	Progressing	31 January 2020	Development Approval for refurbishment work awarded at the June 2020 Ordinary Council Meeting following Heritage Council general terms of approval. Architect to be engaged for detailed design, and draft construction documentation being prepared for tender.
		16.1.2 Seek funding to review Councils Heritage Inventory 1996	Deliver a revised thematic history and current inventory of the existing heritage items and amendments to Schedule 5 of the Muswellbrook LEP	Not Progressing	30 June 2020	Council continues to seek NSW State funding to progress a review of the Heritage Inventory

***New investment in heritage conservation and restoration made.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
16.3	New investment in heritage conservation and restoration made.	16.3.1 Funding allocation for heritage conservation and restoration is made available annually through the Local Heritage Grants Fund	Report to Council on the number of local Heritage Grant applications received and approved	Progressing	30 June 2020	Two grant projects completed.

**Facilitate options to improve cultural activities in the Shire.**

***Construct a Regional Entertainment and Conference Centre (subject to a Special Variation).***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
17.1	Construct a Regional Entertainment and Conference Centre (subject to a Special Variation).	17.1.1 Develop the detailed design of the Regional Entertainment and Conference Centre (RECC)	Progress detailed design to enable calling for construction tenders by December 2019	Completed	31 December 2019	Amended schematic designs have been prepared for presentation to Council,

**Facilitate cultural activities and events which engage the community and visitors, and which create a 'sense of place' and identity.**

*Increase funding to the Blue Heeler Film Festival and the Noisy Heeler Festival with a view to engaging more locals and visitors.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
18.1	Increase funding to the Blue Heeler Film Festival and the Noisy Heeler Festival with a view to engaging more locals and visitors.	18.1.1 Support and grow the Blue Heeler Film Festival in partnership with the School of Creative Industries at the University of Newcastle	i. Collaboration signed with UON and promoted.	Completed	30 September 2020	The 2020 Blue Heeler Festival has been cancelled due to COVID-19
			ii. Increased Blue Heeler Film Festival competition entrants.		10% increase on number of entries for 2018/19	
			iii. Increased attendance at the event		5% on 2018/19 tickets sold	
		18.1.2 Development and implementation of several small scale cultural events to build interest in Muswellbrooks town centre and increase cultural activity	At least three events co-ordinated and consolidated into the Upper Hunter Economic Development Corporation Strategic Plan.	Completed		Events for 2020 have been postponed until 2021. All Events going forward will be reviewed in December 2020.

***Continue the provision of arts appreciated through the Muswellbrook Regional Arts Centre***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
18.2	Continue the provision of arts appreciated through the Muswellbrook Regional Arts Centre	18.2.1 Muswellbrook Regional Arts Centre to host a minimum of five exhibitions each year	Report monthly on the current exhibition program at the Muswellbrook Regional Arts Centre during 2019/20	Completed	Monthly to 30 June 2020	The Exhibition program of the Muswellbrook Regional Arts Centre has included four exhibition periods during 2019/20 with progress reported to Council monthly or as required. The Muswellbrook Art Prize will be delivered over an extended period through digital platforms due to Covid 19.
		18.2.2 Work with sponsors to investigate the annual delivery of the Muswellbrook Art Prize	Deliver and report on the annual outcomes of the Muswellbrook Art Prize before May 2020	Completed	30 April 2020	Sponsorship discussion are progressing with Bengalla Mining Company for the Muswellbrook Art Prize 2021.



DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		18.2.3 Partner with local education providers to enhance the Muswellbrook Regional Arts Centres exhibitions	Form at least two partnerships with education providers in the delivery of exhibitions at the MRAC during 2019/20	Completed	30 June 2020	Final discussions have been held with Muswellbrook High School regarding the exhibiting of 2020 Higher School Certificate Visual Arts Artwork.
		18.2.4 Muswellbrook Regional Arts Centre to host an Artist in Residence Program	MRAC hosts at least one Muswellbrook Shire Artist in Residence program in 2019/20	Completed	30 June 2020	2020 Artist in residence Todd Fuller is scheduled to exhibit his work in Exhibition 5 (August 2021)

***Support Arts Upper Hunter as the peak organisation of Artist endeavour.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
18.4	Support Arts Upper Hunter as the peak organisation of Artist endeavour.	18.4.1 Maintain ongoing financial membership and provide management support to Arts Upper Hunter	Attend board meetings, maintain membership and report monthly on the work of Arts Upper Hunter	Completed	100% attendance at board meetings in 2019/20	Membership to Arts Upper Hunter was arranged during Q1 of 2019/20. Board meetings have been attended during Q4.
		18.4.2 Encourage local artist projects and grant applications through Arts Upper Hunter	Report to Council the number of Local Artists who have received Community Art Support Program funding through Arts Upper Hunter as they occur	Completed	30 June 2020	The following groups received funding in the 2020 Country Arts Support Program (CASP). These groups included, Upper Hunter Youth Council, Scone Arts and Crafts, Cassilis District Development Group Incorporated (Cassilis DDG), Dungog Primary School P&C and Singleton Council.

## Community Infrastructure

*Expand on the infrastructure required for Muswellbrook to realise Regional Centre status, improve community facilities and improve accessibility to community facilities.*

Our community's infrastructure is planned well, is safe and reliable and provides required levels of service.

*Improve and maintain civic precincts.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
19.1	Improve and maintain civic precincts.	19.1.1 Deliver the capital program substantially on time, on budget and in accordance with relevant design and construction standards	Quarterly update provided to Councils Infrastructure Committee	Completed	Quarterly to 30 June 2020	The Capital Program for Roads and Drainage has now been delivered.
		19.1.2 Implement program of street and footpath sweeping under contract.	i. Program carried out within budget.	Completed	30 June 2020	Contract is being implemented as programmed.
			ii. Contract performance to be monitored		30 June 2020	
		19.1.3 Carry out the management and removal of graffiti with compliance to Council's Graffiti Management Policy.	i. Non-offensive graffiti removed within three working days of identification and offensive graffiti removed within 24 hours of identification	Completed	Biannual reports provided	Graffiti is being managed in accordance with Council's policy.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
			ii. Program carried out within budget.		30 June 2020	
		19.1.4 Carry out annual audit of Councils Best Practice Management of water supply and sewerage services	Result of audit to be reported to Infrastructure Committee	Completed	30 March 2020	The annual Best Practice Management has been completed. The audit results indicated that Council demonstrated 'substantial compliance' with Best Practice Management (BPM) of water supply and sewerage services in line with the Department of Planning, Industry & Environment - Water BPM guideline and the BPM Framework.

***Maintain and continually improve asset management.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
19.2	Maintain and continually improve asset management.	19.2.1 Co-ordinate and facilitate implementation of the Asset Management Improvement Strategy	Report to Infrastructure Committee biannually on the implementation of the Asset Management Improvement Strategy	Completed	30 June 2020	A final report to Council for 2019-20 will be submitted to MANEX in August, and thereafter to the August 2020 Ordinary Council meeting. During 2019-20 revaluation of Council's road, storm water and footpath assets was carried out.
		19.2.2 Monitor service levels achieved compared to Level of Service targets in asset management plans and in funded levels of Precinct Specification Manual	Report to Infrastructure Committee	Completed	30 June 2020	Service levels were monitored throughout 2019-20 to ensure Level of Service targets in asset management plans and in funded levels of the Precinct Specification Manual were achieved. A report for 2019-20 will be reported to MANEX in August 2020, and thereafter to the August 2020 Ordinary Council meeting.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		19.2.3 Progressively reduce passive mowing areas through the staged establishment of pockets of native vegetation	Report to Infrastructure Committee on achieved reduction in passive mowing area	Completed	30 June 2020	Reported pilot projects are being progressed by a dedicated Works Parks team.
		19.2.4 Advocate for the Denman and Muswellbrook levees to be included in the Hunter Valley Flood Mitigation Scheme	Report to Infrastructure Committee	Completed	30 June 2020	Meetings have been held with the Office of Environment & Heritage during 2019-20, and in-principle agreement has been obtained for both the Muswellbrook and Denman levees to be included in the Hunter Valley Flood Mitigation Scheme. A report relating to the matter will be reported to MANEX in August, and thereafter to the August 2020 Ordinary Council meeting.
		19.2.5 Develop prioritised bus stop shelter upgrade and	i. Report to Infrastructure Committee	Completed	30 June 2020	A report titled 'Prioritised bus stop shelter upgrade and

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		renewal program for Muswellbrook Shire	ii. Seek grant funding opportunities to enable staged implementation of the program		30 June 2020	renewal programme' was submitted to the 24 September 2019 Ordinary Council meeting. The report provides a list of projects seeking grant funding under the Country Passenger Transport Infrastructure Grants Scheme.

***Facilitate investment in high quality community infrastructure necessary to a regional centre.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
19.3	Facilitate investment in high quality community infrastructure necessary to a regional centre.	19.3.1 Design and construct the New Animal Care Facility	Construction tenders to be called in July 2019	Progressing	31 July 2019	Development application is being progressed as per the adopted master plan and is expected to be considered by Council in August.
		19.3.2 Provide to Council a list of works proposed for design	Annual Report provided to Infrastructure Committee in August 2019	Completed	31 August 2019	A capital works list including works proposed for design was endorsed by Council at the July 2019 Ordinary Council Meeting.
		19.3.3 Provide to Council designs and associated estimates for the forward financial year	Designs and associated estimates provided to Infrastructure Committee in March 2020	Completed	31 March 2020	Designs and estimates for future projects have been prepared and reported to Council for endorsement.



DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		19.3.4 Investigate and recommend appropriate management treatments for road safety and traffic management	Report quarterly to the Local Traffic Committee and the Infrastructure Committee on the management treatments for road safety and traffic management	Completed	Quarterly to 30 June 2020	Meetings of the Local Traffic Committee are conducted on a monthly basis. Management treatments are investigated and reported to Council on a quarterly basis. Council's Road Safety Officer has prepared a Road Safety Action Plan and nominated projects for the 2020-21 year.
		19.3.5 Deliver the Capital Program substantially on time, on budget and in accordance with relevant design and construction standards	i. Quarterly updated project status report provided to Infrastructure Committee	Completed	Quarterly to 30 June 2020	Capital works projects status are updated regularly, and reported quarterly.
			ii. Asset registers updated upon project completion		30 June 2020	
		19.3.6 Deliver timely, quality professional development	i. Ensure new infrastructure provided by development meets specifications	Completed	As required to 30 June 2020	Weekly and project-based meetings are held between Council's planning

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		engineering and assessment	ii. Deliver professional development engineering and assessments that meet the reporting timeframes of the Planning team		As required to 30 June 2020	and engineering teams to ensure consistency of high-quality professional engineering is provided in relation to the infrastructure aspects of development.
		19.3.7 Undertake a comprehensive review of Councils Development Contribution Plans	The comprehensive review of Councils Development Contribution Plans are completed and endorsed by Council	Not Progressing	30 June 2020	A full review of Council's Development Contributions Plans is scheduled for 2020/2021

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		19.3.8 Muswellbrook Bypass is Built	Liaise with Roads and Maritime Services and NSW Government to support timely progress of the Muswellbrook Bypass	Progressing	As required to 30 June 2020	The Muswellbrook bypass committee meets regularly to work with Transport for NSW on planning for the Bypass and to plan for the Bridge Street upgrade post the Bypass. Council meets with Transport for NSW for briefings on progress on the Muswellbrook Bypass project and is confident the Bypass will be delivered in 2026.
		19.3.9 Seek support for Council's infrastructure priorities for grant programs; e.g.Resources for Region.	Council successfully applies for Resources for Regions and other infrastructure funding programs	Completed	30 June 2020	Council is currently preparing submissions for the Resources for Regions 6 2020 round.

***Maintain and continually improve community infrastructure across the Shire.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
19.4	Maintain and continually improve community infrastructure across the Shire.	19.4.1 Seek grant funding for projects which may arise out of the Floodplain Risk Management Plan	Report to Infrastructure Committee grant funding opportunities, including any requirements for matching Council funding, for projects enabling the staged implementation of projects arising from the Floodplain Risk Management Plan	Completed	As required to 30 June 2020	Council has successfully obtained grant funding for an investigation into the establishment of an early flood warning system for Muscle Creek. This project was identified as a high priority in the Floodplain Risk Management Plan.
		19.4.2 Inspect Muswellbrook and Denman Levee Systems	Report of inspections provided to Infrastructure Committee	Completed	30 June 2020	An inspection of the Muswellbrook and Denman levees was carried out during the fourth quarter of 2019-20. A report will be submitted to MANEX during August, and thereafter to the August 2020 Ordinary Council meeting.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		19.4.3 Continue development of plans of management for Crown Lands.	Draft Plans of Management reported to Council	Completed	30 June 2020	Consultant engaged to develop plans of management for Denman Recreation Area and Olympic Park.
		19.4.4 Seek grant funding for replacement of Williams Bridge (a timber bridge) Martindale Road	Subject to grant funding availability, replacement of bridge to commence	Completed	30 June 2020	Applications for grant funding for the replacement of Williams Bridge on Martindale road have been submitted and the following were successful: the Bridges renewal program, NSW Bushfire Community Resilience Economic Recovery Fund Phase 1, and Restart NSW.
		19.4.5 Implement prioritised (but responsive) rolling works program of maintenance.	i. Program carried out within budget	Completed	Reviewed quarterly to 30 June 2020	A programme of maintenance works is prepared monthly and adjusted weekly
			ii. Asset registers updated as works program is implemented		As required to 30 June 2020	

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		19.4.6 Carry out regular asset inspections	i. Programmed inspections carried out and works orders raised and prioritised within budget constraints	Completed	30 June 2020	Programmed asset inspections are carried out by Council's Asset Inspector. A formal condition assessment of Council's road assets and a range of Council's storm water and footpath assets has also been carried out in 2019-20 by an external service provider.
			ii. Matters that are extensive or that require capital funding will be listed for consideration in future works programs		to 30 June 2020	
		19.4.7 Effectively manage customer service requests	Responses to customer service requests provided within agreed levels of service and budget constraints	Completed	As required to 30 June 2020	Responses to customer service requests are captured and provided within agreed levels of service and budget constraints.
		19.4.8 Implement construction waste avoidance and resource recovery strategy	Report on funded aspects of action plan to be provided to Infrastructure Committee	Completed	30 June 2020	Waste avoidance and resource recovery strategies are included as an important consideration of project and works management.

***Utility services are operated as distinct business units within Council.***

**A safe, secure and reliable water supply and sewerage services are provided to all residents that will ensure public health.**

***Provide safe, secure, efficient and effective water, sewerage and waste services in compliance with regulatory requirements.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
20.1	Provide safe, secure, efficient and effective water, sewerage and waste services in compliance with regulatory requirements.	20.1.1 Operate in accordance with the New South Wales Environment Protection Agency (EPA) Licences	Ensure Muswellbrook and Denman Sewage Treatment Works comply with EPA guidelines	Completed	30 June 2020	The NSW Environment Protection Authority (EPA) annual licence return for the new Muswellbrook Recycled Water Treatment Works for the period 01 Mar 2019 - 29 Feb 2020 was submitted online through eConnect EPA on 24 April 2020.
		20.1.2 Ensure substantial achievement of Best Practice Water Supply and Sewerage Guidelines	Internal reporting and formal report to Department of Industry and Water	Completed	30 June 2020	A Best Practice Water Supply and Sewerage Services report for the third quarter of 2019-20 was submitted to the May 2020 Ordinary Council Meeting.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		20.1.3 Test and monitor water supply and sewerage system, including re-use systems, to ensure legislative compliance with health guideline and licence parameters	i. Quarterly Infrastructure Committee report on Water & Wastewater Services Review	Completed	Quarterly to 30 June 2020	In 2019-20, quarterly reports on Water & Wastewater Services were submitted to Council, and an Annual Drinking Water Quality Report was submitted to the NSW Department of Health. During 2019-20, Council experienced no breaches to health requirements in the supply of safe drinking water to communities in the Shire.
			ii. Annual Drinking Water Quality Report to NSW Department of Health		30 June 2020	
		20.1.4 Monitor higher risk zones and treatment works within the sewer system exposed to businesses with liquid trade waste discharges	i. Undertake appropriate and timely corrective actions to protect high risk zones and treatment works within the sewer system exposed by businesses with liquid trade waste discharges	Completed	As required to 30 June 2020	Weekly inspections in relation to liquid trade waste monitoring and control have been carried out by dedicated Council staff members and an external service provider. A report



DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
			ii. Report biannually to Infrastructure Committee on the corrective actions taken to protect Council infrastructure		Biannually to 30 June 2020	providing detailed information in relation to liquid trade waste premises inspections, monitoring and control measures was reported to Council.
		20.1.5 Undertake inspections and approvals of liquid trade waste premises and agreements.	Report biannually to Infrastructure Committee on the appropriate and timely corrective actions implemented to ensure liquid trade waste approvals currency and compliance	Completed	30 June 2020	Weekly inspections in relation to liquid trade waste monitoring and control have been carried out by dedicated Council staff members and an external service provider. A report providing detailed information in relation to liquid trade waste premises inspections, monitoring and control measures was reported to Council.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		20.1.6 Implement and monitor effluent reuse arrangements with relevant stakeholders to ensure secure and cost effective effluent disposal	Ensure quality meets contractual requirements.	Completed	Quarterly to 30 June 2020	Council has entered into contracts with external customers for the purchase of recycled water produced from the Muswellbrook recycled water treatment plant. Throughout 2019-20, regular testing and monitoring of recycled water has been carried out to ensure recycled water quality meets contractual requirements.
		20.1.7 Carry out construction of second water main servicing south Muswellbrook	Construction of new water main to be completed	Completed	30 June 2020	Design progressing for the second water main servicing south Muswellbrook.
		20.1.8 Review and update the Landfill Environmental Management Plan	Report to be provided to Council by June 2020	Completed	30 June 2020	The Landfill Environmental Plan has been reviewed and updated, and was reported to the 27 August 2019 Ordinary Council Meeting.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		20.1.9 Carry out construction of new water treatment plant for Sandy Hollow	Construction of new water treatment plant to be completed	Progressing	30 June 2020.	Delays to the project have been caused by the lack of an affordable storage and distribution solution for the secondary water product produced by the envisaged new treatment plant.
		20.1.10 Implement appropriate studies and planning approvals for Food Organics and Garden Organics management	Provide report to Council regarding outcome of the trial of a Mobile Aerated Floor System to process kerbside organic material	Completed	30 June 2020	A tender for the provision of preliminary engineering designs and Review of Environmental Factors in relation to

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
			Provide report to Council recommending any further actions to be taken in relation to the processing of Food Organics and Garden Organics		30 June 2020	the provision of Food Organics and Garden Organics (FOGO) was reported to the 17 December 2020 Ordinary Council meeting. A further information report, providing detail regarding the draft Environmental Impact Statement and preliminary engineering designs, was reported to the 30 June 2020 Ordinary Council meeting.
		20.1.11 Inspect onsite wastewater sewage systems to ensure they are installed and maintained in compliance with regulatory requirements	Increase the inspection and compliance of onsite wastewater sewage systems	Completed	25% more inspections conducted than during 2018/19	Inspections ongoing. Covid 19 restrictions have limited inspections.
		20.1.12 Carry out business case for	i. Business case to be completed	Completed	31 August 2019	The business case for the upgrading of the

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		upgrade of Denman sewer treatment plant	ii. Options report to be provided to Council		30 September 2019	Denman sewer treatment plant has been completed, and is currently being peer reviewed. It is anticipated a final report will be submitted for Council's consideration in the first quarter of 2020-21.

The road, footpath and cycleway networks are integrated and allow for the safe movement of residents around the Shire.

*Maintain and continually improve the Shire's footpath and cycleway networks to improve connectivity.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
21.1	Maintain and continually improve the Shire's footpath and cycleway networks to improve connectivity.	21.1.1 Provide a report to Council on options to be funded and the amounts necessary to achieve the Delivery Program priorities	i. Report on the funded program to be provided to Council	Completed	30 August 2019	A report providing detail of the funded programme was endorsed by Council at the July 2019 Ordinary Council meeting. Discrete reports related to capital projects are submitted for Council's consideration on a project by project basis.
			ii. Reports on further discrete projects funded by grants or other means to be reported to Council prior to construction		30 June 2020	
		21.1.2 Deliver the Capital Program substantially on time, on budget and in accordance with relevant design and construction standards	Capital project status report to be submitted quarterly to the Infrastructure Committee	Completed	Quarterly to 30 June 2020	The 2019-20 Capital Works program for the Shire's footpath and cycleway networks is now complete.

## Community Leadership

*To improve the community's participation in decision making and implement business improvement initiatives to improve service delivery.*

**Collaborative and responsive community leadership that meets the expectations and anticipates the needs of the community.**

***Enhanced collaboration with Council's community and stakeholders to ensure Council and its elected arm is best placed to make decisions in the best interest of the community.***

Heightened levels of community satisfaction with Council's decision making processes and the maintenance of high standards of transparency and accountability

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
22.1	Enhanced collaboration with Council's community and stakeholders to ensure Council and its elected arm is best placed to make decisions in the best interest of the community.	22.1.1 Carry out a desk based exercise to test preparedness for a severe weather event.	Desk-based exercise carried out and report submitted to the Local Emergency Management Committee	Completed	30 June 2020	A desk-based exercise to test preparedness for a severe weather or earthquake event was carried out following the September 2019 meeting of the Local Emergency Management Committee.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		22.1.2 Ensure currency of Bush Fire Risk Management Plan.	Status of Bush Fire Risk Management Plan to be reported to the Local Emergency Management Committee	Completed	30 June 2020	The Bush Fire Risk Management Plan has been reviewed by the regional Bush Fire Risk Management Committee, and was reported to the Local Emergency Management Committee.
		22.1.3 Meetings of the Local Emergency Management Committee are held regularly	Meetings held on a quarterly basis	Completed	to 30 June 2020	Quarterly meetings of the joint Muswellbrook-Singleton Local Emergency Management Committee (LEMC) were held in Muswellbrook in September 2019 and March 2020. In the fourth quarter of 2019-20, a decision was taken to disband the joint LEMC, and for separate Muswellbrook and Singleton LEMCs to be reinstated.



DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		22.1.4 Undertake strategic advocacy with government and industry leaders to further the interests and aspirations of the Shires communities	Council is represented at a senior level on intergovernmental and industry bodies to progress Councils strategic goals	Completed	30 June 2020	Council has advocated throughout 2020 for regional transition from a thermal coal dominated economy to a more diverse and sustainable economy into the future through the establishment of a Hunter Transitions Foundation (Hunter 2050). Council has successfully lobbied for funding for the Muswellbrook Bypass (due to be delivered in 2026) and continuation of the Resources for Regions fund.
		22.1.5 Review Councils Emergency Management Plan (EMPLAN)	i. EMPLAN to be drafted into new template	Completed	31 March 2020	A review of Council's Emergency Management Plan (EMPLAN) has been carried out, and the status of evacuation centres for Muswellbrook Shire has been updated.
			ii. Report to be submitted to Local Emergency Management Committee		30 June 2020	

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		22.1.6 Attend Regional Emergency Management Committee meetings	Host meetings on a six monthly basis	Completed	Biannually to 30 June 2020	Attendance at Regional Emergency Management Committee meetings occurred as scheduled during 2019-20.
		22.1.7 Attend Combined Muswellbrook-Singleton Bush Fire Risk Management Committee meetings	Host meetings on a six monthly basis	Completed	Biannually to 30 June 2020	Attendance at meetings of the Combined Muswellbrook-Singleton Bush Fire Risk Management Committee occurred as scheduled during 2019-20.
		22.1.8 Develop Climate Change Resilience Policy	Draft Policy to be reported to Council by June 2020	Progressing	30 June 2020	A Climate Change Resilience Policy is currently in development and is anticipated for completion during the first half of 2020-21.
		22.1.9 Infrastructure projects to consider emergency risk management in the design process	All infrastructure projects to include consideration of emergency risk management in the design process	Completed	30 June 2020	Planning and design for capital project includes consideration of emergency risk management.

## Genuine and well informed community participation in decision making.

*Utilise best practice models of community engagement to ensure decision making is meeting the expectations of the community.*

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
23.1	Utilise best practice models of community engagement to ensure decision making is meeting the expectations of the community.	23.1.1 Continue a comprehensive community consultation program as per the Community Engagement Strategy.	i. Conduct community consultation in preparation for the forthcoming Community Strategic Plan, Delivery Program and End of Term Report	Progressing	30 June 2020	Council undertook community consultation in relation to all community infrastructure projects and a community survey and forum in relation to the new Aquatic Centre.
			ii. Continue the community panel engagement process to include service levels		30 June 2020	
			iii. Implement and maintain a diverse range of communication channels between Council and community stakeholders		30 June 2020	

***Enhance Council's consultation and communication with the community to build awareness and understanding of Council's activities and community needs.***

Greater awareness in the community of Council's activities.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
23.2	Enhance Council's consultation and communication with the community to build awareness and understanding of Council's activities and community needs.	23.2.1 Promote Council and the Muswellbrook Shire and share information through a range of communications media	i. Build a new website that is accessible to all	Completed	30 June 2020	Council continues to promote its work to the community and other key stakeholders. Over the last twelve months Council's communications team published 180 stories in social and traditional media. Council's social media engagement over the period has seen a cumulative reach of 108,376 and resulted in direct engagement on 97,234 occasions.
			ii. Develop a Shire branding strategy		30 June 2020	
			iii. Promote Council's work to the community and respond to media enquiries using a range of media as appropriate		30 June 2020	

**A Council that is well managed, efficient and properly resourced and that is responsive to its communities and stakeholders.**

***Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
24.1	Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.	24.1.1 Manage Council's Future Fund.	Report performance of the Future Fund to the Future Fund Committee	Completed	30 June 2020	Weekly debtor management and monthly reporting to Council.

***Implement a comprehensive and targeted business improvement program.***

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
24.2	Implement a comprehensive and targeted business improvement program.	24.2.1 Identify and implement business improvement measures to achieve efficiencies and better service delivery outcomes	i. Monitor and review the Audit, Risk & Improvement Committee Charter to ensure compliance with recommendations of Audit Office and Office of Local Government	Completed	30 June 2020	The Audit, Risk and Improvement Committee met in the quarter and considered a number of matters, providing advice on a range of business improvement opportunities. The Service Delivery Review program remained in a state of suspension as Council continued to manage COVID-19 risks. Council appointed internal auditors to draft a Strategic Internal Audit Plan for the forward three years. The Plan was completed in consultation with staff and will be presented to the ARIC and Council in the first quarter of 2020/21.
			ii. Undertake two internal audits per year to be reported to the Audit Risk & Improvement Committee		30 June 2020	
			iii. Undertake two service reviews each year to be reported to the Audit Risk & Improvement Committee		30 June 2020	
			iv. Review Fraud and Corruption Prevention measures in place		30 June 2020	
		24.2.2 Ensure compliance with Council's statutory reporting obligations.	i. Provide timely responses to information requests	Completed	30 June 2020	Council received one formal Government Information (Public Access) Act ("GIPA") application this quarter,
			ii. Review Public Interest Disclosure systems		30 June 2020	

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
			iii. Review processes around Government Information (Public Access) Act		30 June 2020	which was responded to within statutory time frames. Reviews of Council's Public Interest Disclosure and GIPA processes continue and are expected to be finalised in the first quarter of 2020/21.
		24.2.3 Provide efficient and effective Development Application, Complying Development Certificate, Construction Certificate and Occupational Certificate assessment services	Reduce the average number of days to complete assessments of Development Application, Construction Certificates and Occupational Certificates	Completed	Reduce assessment service times by 10% by 30 June 2020	New notification processes approved, updated staff delegations and new full-time Building Surveyor are assisting with processing times, however there has been an increase in DAs in the last quarter
		24.2.4 Deliver high quality, cost effective and competitive Principal Certifying Authority (PCA) certification services	Report statistics to Council of PCA certification services retained by Council and private certifiers	Completed	Quarterly to 30 June 2020	Statistics reported to Council in the monthly Director's Report.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		24.2.5 Undertake site inspection of development sites subject to Development Application / Construction Certificate in accordance with statutory requirements	Report statistics to Council on DA and CC compliance site inspections	Completed	Quarterly to 30 June 2020	Statistics reported to Council as part of monthly Director's Report.
		24.2.6 Facilitate the registration and inspection of all regulated premises (caravan parks, food outlets, skin penetration premises, hairdressers, mortuaries, air handling systems) in accordance with regulatory requirements to ensure public health and safety is protected	Report to Council the number of regulated premises (caravan parks, food outlets, skin penetration, hairdressers, mortuaries, air handling systems) registered and inspected in accordance with relevant legislation and regulations	Completed	Quarterly to 30 June 2020	Statistics reported to Council in the monthly Director's report



DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		24.2.7 Facilitate the control of animals in accordance with the Companion Animals Regulations	Maintain statistics on incoming and outgoing animals, rescues, adoptions, return to owners and euthanasias in accordance with regulations	Completed	30 June 2020	Monthly statistics recorded.
		24.2.8 Ensure statutory requirements relating to fire safety measures are implemented	Report annually on the number of reminder letters issued to owners of buildings on Councils register of fire safety measures and annual fire safety statements received by Council	Completed	30 June 2020	Reminder letters being sent as premises fall due. Some premises closed this quarter and not able to be inspected.
		24.2.9 Ensure statutory requirements under the Private Swimming Pools Program (Swimming Pool Act 1992) are implemented	Report on the number of private swimming pools inspected and number of appropriate enforcement actions taken	Completed	Quarterly to 30 June 2020	Registered public pools have been inspected. Pool safety fencing being inspected as part of new builds and as properties sell.

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
		24.2.10 Continue to review, update and revoke policies in accordance with the policy framework management strategy	Policies are reviewed in line with the Policy Review Schedule for 2019/20	Progressing	30 June 2020	Policy reviews are continuing in line with the policy framework management strategy and available resources.
		24.2.11 Provide support services for the elected Council and executive.	Business Papers are provided to Council in accordance with the Code of Meeting Practice	Completed	30 June 2020	Business Papers are provided to Council in accordance with the Code of Meeting Practice. In response to COVID-19, meetings of the Council and its committees are able to be attended by audio/visual means. Facilities have been made available to all councillors to participate in meetings in this format. Each councillor has access to business papers electronically.

		24.2.12 Implement the Muswellbrook Shire Council Workforce Plan 2017-2021	Review and revise the Muswellbrook Shire Council Workforce Plan in line with workforce data trends to ensure the workforce has the capacity to deliver the Delivery Program going forward	Progressing	30 June 2020	The workforce plan of Attract, retain, engage and develop will continue to roll over until 2021. HR have completed projects with online onboarding, wider advertising and promotion of Muswellbrook Council has been achieved, and we will continue to build a better online profile. The 2019 Performance appraisal system was completed by 100% of staff and staff are currently completing the 2020 review. HR have met with staff and implemented recommended changes to the IWP Process as per feedback received. The amalgamation of all staff training is currently being completed. Staff training qualifications continue to be added to the Pulse Learning program and now HR will be working on putting together a complete 12 month
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DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
						training plan with budget allocations.

		<p>24.2.13 Ensure compliance with all Recover at Work processes in accordance with requirements of regulators and insurer.</p>	<p>Provide reports to the Audit, Risk and Improvement Committee (ARIC) on Recover at Work statistics to ensure compliance with the policy and program</p>	Completed	<p>Quarterly to 30 June 2020</p>	<p>HR have completed all the improvement recommendations from the Statecover audit May 2018. HR had organized with Statecover to deliver training to Supervisors and managers in relation to initial injury and doctors visits. All RTW records are stored electronically no paper based records are kept on site. HR attend every doctors visit with correct paperwork to be authorized by all parties, however, during Covid-19 HR have ceased going to appointments with employees. HR schedule the employees appointment times to ensure there is contact made directly after the appointment. HR have developed templates for the purpose of gathering and storing information along with a RTW information folder for injured workers outlining process, responsibilities and expectations. HR</p>
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DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
						have a fortnightly phone conference with Statecover case worker and schedule in calendar regular catch ups with injured workers.

**A sustainable Council that is best practice employer providing safe, happy and productive workplace.**

***Continue to prioritise safety and risk management initiatives, employee welfare initiatives, and upgrades to Council's works depot and waste management facility.***

Initiatives and upgrades undertaken

DP Strategy Code	DP Strategy	Action Name	Performance Measure	Status	Target	Comments
25.1	Continue to prioritise safety and risk management initiatives, employee welfare initiatives, and upgrades to Council's works depot and waste management facility.	25.1.1 Construct a new Works Depot with consideration of opportunities for operational efficiencies	Develop detailed design and seek funding opportunities to construct a new combined Works Depot and Water & Wastewater administration facility at the Recycled Water Treatment Plant Site	Progressing	30 June 2020	Preliminary concept design progressing for planning approval.
		25.1.2. Ensure Council meets all its Workplace Health and Safety obligations and responsibilities	i. Implement WHS Risk Assessment Action Plan in full	Completed	30 June 2020	Council continues to meet Workplace Health and Safety obligations and responsibilities. Council's WHS team provides continuous monitoring and oversight of Council's health and safety performance.
			ii. Provide continuous monitoring of Council's WHS performance		30 June 2020	
			iii. Consider the needs of people with varying abilities in Council's plans and strategies		30 June 2020	