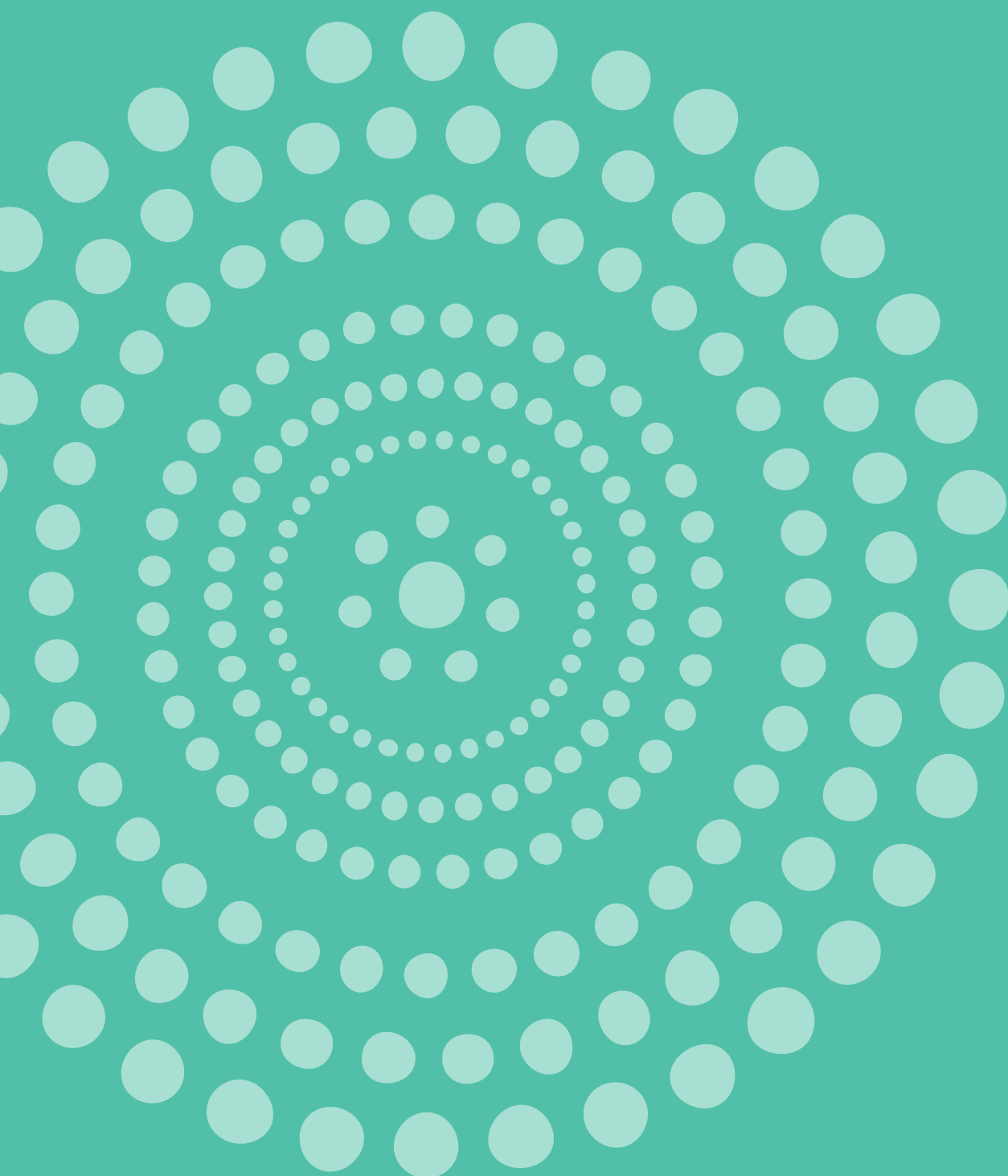


MUSWELLBROOK SHIRE 2022 – 2026 DELIVERY PROGRAM



***Muswellbrook Shire Council respectfully
acknowledges the Local Aboriginal People who are
the Traditional Owners and Custodians of the land***



Contents

1. FOREWORD – a message from the Mayor and General Manager	4
2. DEMOCRATIC GOVERNANCE – the governing body	6
3. INTRODUCTION – Integrated Planning and Reporting Framework	8
4. THE DELIVERY PROGRAM IN CONTEXT	10
4.1 Our Shire	12
4.2 Muswellbrook Snapshot	13
4.3 Muswellbrook at a glance	13
4.4 Economic Output	14
4.5 Relevance to the Community Strategic Plan	15
5. STRATEGIC DIRECTION	16
5.1 How to read this Delivery Program	16
5.2 Community vision	17
5.3 Community values	17
5.4 Council's role and services	18
5.5 Stakeholders, partners, agencies	20
6 DELIVERY PROGRAM ACTIVITIES AND EVALUATION	21
6.1 Economic Prosperity	22
6.2 Social Equity and Inclusion	23
6.3 Environmental Sustainability	24
6.4 Cultural Vitality	25
6.5 Community Infrastructure	26
6.6 Community Leadership	27

Foreword

FOREWORD – A MESSAGE FROM THE MAYOR & GENERAL MANAGER



MAYOR – COUNCILLOR
STEVE REYNOLDS



GENERAL MANAGER
FIONA PLESMAN

The *Muswellbrook Shire 2022-26 Delivery Program* is Council's plan for the delivery of community services and infrastructure over the coming term.

The Delivery Program objectives and strategies support the six high-level long-term goals outlined in the *Muswellbrook Shire 2022-2032 Community Strategic Plan* (CSP).

The Community told Council that they want:

1. **A dynamic local economy with full employment** for current and future residents in a diverse range of high value industries;
2. **An inclusive and interconnected community**, where everyone enjoys full participation;
3. **An environmentally sensitive and sustainable community**;
4. **A culturally rich and diverse Community** with strong identities, history and sense of belonging;
5. **Effective and efficient infrastructure** that is appropriate to the needs of our community;
6. **Collaborative and responsive leadership** that meets the expectations and anticipates the needs of the community.

The *Muswellbrook Shire 2022-26 Delivery Program* has been developed to integrate with our CSP and align with the priorities and actions endorsed in the *Premier's Priorities*, the NSW State Plan and other NSW Government plans to grow the economy, deliver infrastructure, protect the vulnerable, reduce human impacts on the environment and improve health, education and public services across NSW.

Specific elements of those goals are also aligned with the strategic objectives identified in the draft Hunter Regional Plan 2041 which will guide the delivery of greater prosperity and connectivity for communities across the Hunter region, including those in the Muswellbrook Shire.

Council's focus for the term

Due to the postponement of the September 2020 scheduled Local Government to December 2021, this will be a shorter Council term, with the next election due in September 2024. Therefore, this Delivery Program recognises that Council must concentrate its efforts on improving community engagement, service delivery and completing the major projects started under the previous Council, including:

- › The Olympic Park precinct which will provide regional standard sporting facilities to the Shire;
- › Construction of the Muswellbrook Town Square including a town centre park and modern town hall facility and entertainment centre;
- › Opening the new Muswellbrook Aquatic and Fitness Centre;
- › Completing the new Animal Shelter;
- › An extension to the Muswellbrook Regional Art Gallery.



During this term of Council there will be a Federal Election held in 2022 and a State Election in 2023. Council will embrace these opportunities to advocate on behalf of the community for the delivery of major projects and community priorities aligned with the CSP and outlined in the Muswellbrook Advocacy Agenda, by seeking commitments from the Federal and NSW Governments for:

- › the delivery of the Muswellbrook Bypass by 2026;
- › improved health services and public transport for the Shire;
- › support for development of the Muswellbrook Town Square;
- › planning and resourcing for post mining land use;
- › leadership to drive economic diversification;
- › a long term commitment to Resources for Regions funding;

- › Wollombi and Hunter Parks active and passive recreation opportunities;
- › Denman Tourist Park and Hot Pools key infrastructure projects;
- › a South Muswellbrook Gateway, one stop service centre for heavy vehicles and other traffic, to complement the proposed Muswellbrook Bypass; and
- › strong collaboration between the Tertiary Education Centre (TEC) University of Newcastle and TAFE campuses to provide training and research to support local economic activity.

Under this Delivery Program, Council will also place a greater focus on, and direct increased resources to, community engagement to encourage greater understanding of, and broader participation in, Council's decision making.

Council is pleased to commend the *Muswellbrook Shire 2022-26 Delivery Program* to the community.

2. Democratic Governance

THE GOVERNING BODY

The Governing Body of the Council consists of twelve (12) councillors elected for four years. The Chair of Muswellbrook Shire Council (the Mayor of Muswellbrook) and the Deputy Chair are elected by Councillors every two years.

The Mayor and Councillors

The Mayor holds a number of Council delegations and some statutory responsibilities to make determinations on behalf of the Governing Body of the Council between Council meetings. The Mayor is responsible to the Governing Body for the determinations he or she makes.

MAYOR – Councillor Steve Reynolds



Second term councillor Steve was born and raised in Muswellbrook and is now raising his own family in the Shire. He was elected Mayor of Muswellbrook in January 2022 and, as a lifetime local, fully understands the history, spirit and needs of the town and its surrounding areas. His priorities include upholding the pledge to improve communication and engagement within the community and delivering key capital projects alongside a team of dedicated councillors.

Councillor Mark Bowditch



Second term councillor Mark is involved in the environmental revegetation industry and runs trainee programs for young people giving them practical skills to enhance future opportunities.

He wants to represent the community without an agenda, support homeowners on issues around development in the Shire and focus on listening to residents.

Mark.Bowditch@muswellbrook.nsw.gov.au

DEPUTY MAYOR – Councillor Jennifer Lecky



As a life member of the Australian Local Government Women's Association (NSW) and offering many years of invaluable experience on Council, Jennifer's passions are her community and supporting women entering politics.

During the current term she would like to see revenue contributions from mining companies used to benefit the community & work towards developing a vibrant region.

Jennifer.Lecky@muswellbrook.nsw.gov.au

Councillor De-Anne Douglas



First term councillor and long-term Muswellbrook resident, De-Anne brings a wealth of local knowledge and experience to the role.

As manager of the Muswellbrook PCYC for more than 15 years she has developed deep community connections and a strong local voice. Her priorities include improved access to medical services and delivering the planned Community Hub.

De-Anne.Douglas@muswellbrook.nsw.gov.au

Councillor Amanda Barry



First term councillor and Denman resident, Amanda is looking forward to being part of a strong council that can be trusted and respected.

An advocate of community engagement, she wants to create a shared vision for the future which includes efficient and effective services and protection and enhancement of the natural environment.

Amanda.Barry@muswellbrook.nsw.gov.au

Councillor Jeff Drayton



Born and raised in Denman before relocating to Muswellbrook and with previous experience on Council Jeff wants to see this new Council refocus on real issues and best outcomes for the community.

While acknowledging that Council is financially strong he wants to ensure that consultations with stakeholders are strong and transparent.

Jeff.Drayton@muswellbrook.nsw.gov.au

Councillor Louise Dunn



Long-term resident, schoolteacher and first term councillor Louise has a strong sense of community and has resolved to bring the Shire back to being caring and compassionate.

While acknowledging that carbon neutrality and sustainable energy is the way of the future, she also understands that coal mining is vital to the economy and would also like to see more parks and open spaces.

Louise.Dunn@muswellbrook.nsw.gov.au

Councillor Graeme McNeill



Incumbent councillor Graeme is in his third term on Council. As spokesperson for sport and recreation in the previous two terms, Graeme's priorities include pathways, cycleways, improvements to roads and investment in the Shire's youth.

His hope for this new term is for Council to have a strong focus on community engagement.

Graeme.McNeill@muswellbrook.nsw.gov.au

Councillor Rohit Mahajan



Born in India, Rohit is now a proud Australian citizen, Muswellbrook resident and successful businessman. Running his own business puts him face-to-face with the community daily and he shares their concerns regarding local business

and employment opportunities. With sound relationships in place, he wants to be their voice on Council.

Rohit.Mahajan@muswellbrook.nsw.gov.au

Councillor Rod Scholes



Third term councillor and Muswellbrook resident since 1982 Rod and his family have contributed greatly to the Shire community.

He has served as deputy mayor and mayor during his time on Council and brings a wealth of experience to the table. He wants to continue to improve the Shire's liveability, infrastructure and services.

Rod.Scholes@muswellbrook.nsw.gov.au

Councillor Darryl Marshall



A shire resident for 56 years, first term councillor Darryl has worked across the wine, agriculture and coal industries and ran his own contracting business for 20 years.

Now semi-retired he has the time to commit to Council and pledges to serve the people of the region, work hard for the community and bring a vibrant voice to Council.

Darryl.Marshall@muswellbrook.nsw.gov.au

Councillor Brett Woodruff



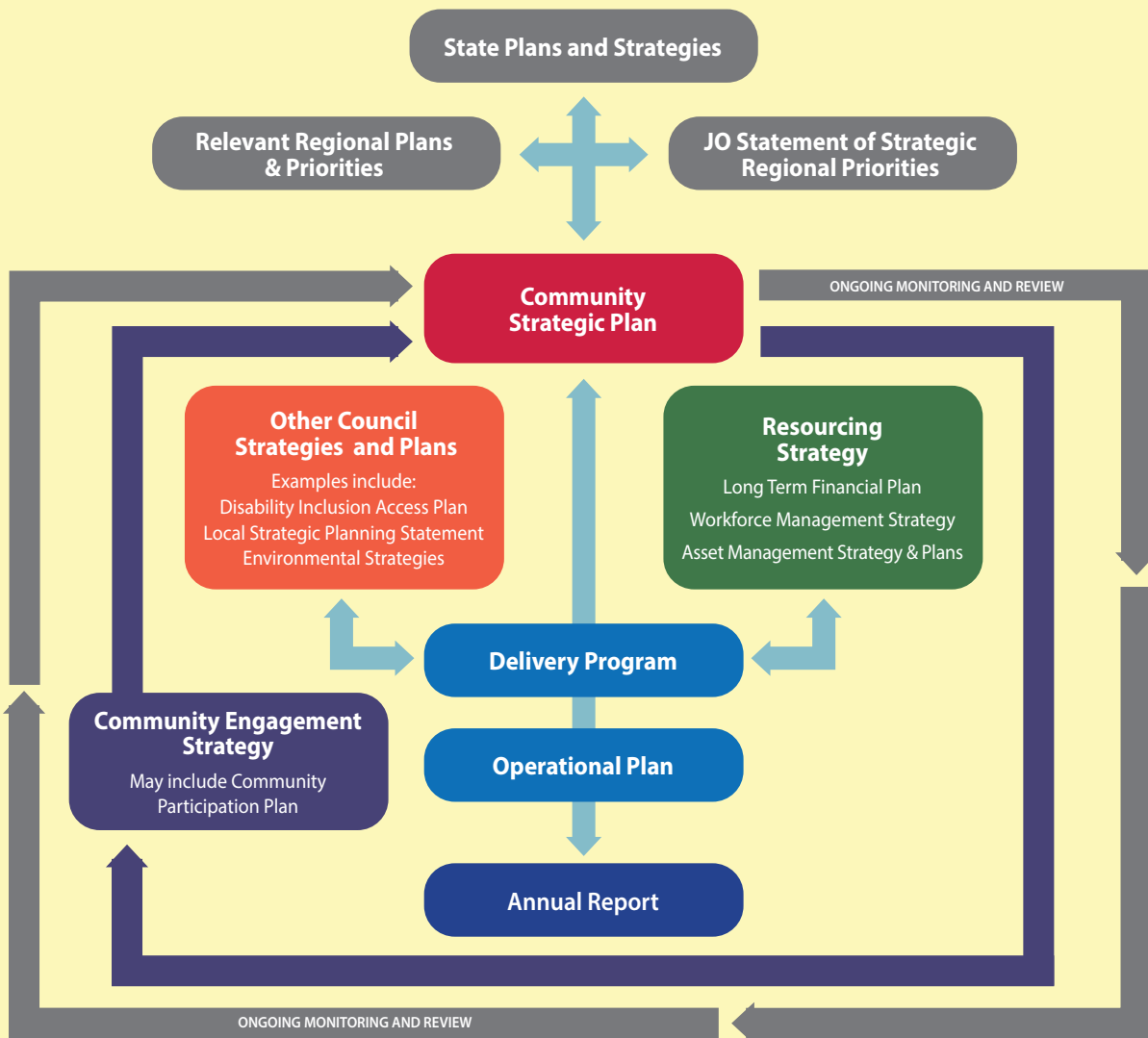
With strong connections to the Shire spanning four decades, Denman resident Brett wants to continue to represent the region with both head and heart.

Council's longest serving councillor, this is his sixth term, he is determined to provide residents with guidance, support and governance. His mantra is to look back and appreciate the past, enjoy the now and plan for the future.

Brett.Woodruff@muswellbrook.nsw.gov.au

3. Introduction - Integrated Planning & Reporting Framework

The Integrated Planning and Reporting (IP&R) framework was established in 2009 by the New South Wales Government. This legislation requires all Councils to have the following plans developed in consultation with the community:



The Community Strategic Plan (10 year)

The Community Strategic Plan is an overview document that identifies the community's vision and goals for the future. It covers a minimum time frame of 10 years. Council's role is initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, however Council is not wholly responsible for its implementation. Other partners, including state agencies, non-government organisations, business and industry, joint organisations and community groups may also have a part to play in enacting the strategies identified within the Plan.

The Delivery Program (4 year)

The Delivery Program is a four-year plan. It is the point of reference for all activities undertaken by the Council during the Councillors' term of office. The Delivery Program details the activities Council will undertake over a four-year period, which align with and support the goals and strategies identified by the community and outlined in the Community Strategic Plan.

Resourcing Strategy

The Resourcing Strategy demonstrates how Council will resource achievement of the Community Strategic Plan and Delivery Program. Council's Long Term Financial Plan, Asset Management Plan and Workforce Management Plan have been developed to explain how Council intends to resource the activities identified in the Delivery Program and the Community Strategic Plan goals. The Delivery Program also allocates responsibilities for each activity and it identifies suitable performance measures for determining the effectiveness of the activities undertaken.

The Operational Plan (annual)

The Operational Plan is a sub-plan of the Delivery Program. It directly addresses the activities outlined in the Delivery Program and identifies specific actions, projects and programs Council will be undertaking within the current financial year and allocates a corresponding budget commitment.

Annual Report

The Annual Report is one of the key means by which Council reports on its progress to the community. It focuses on Council's implementation of the Delivery Program and Operational Plan because these are the plans that are wholly Council's responsibility.



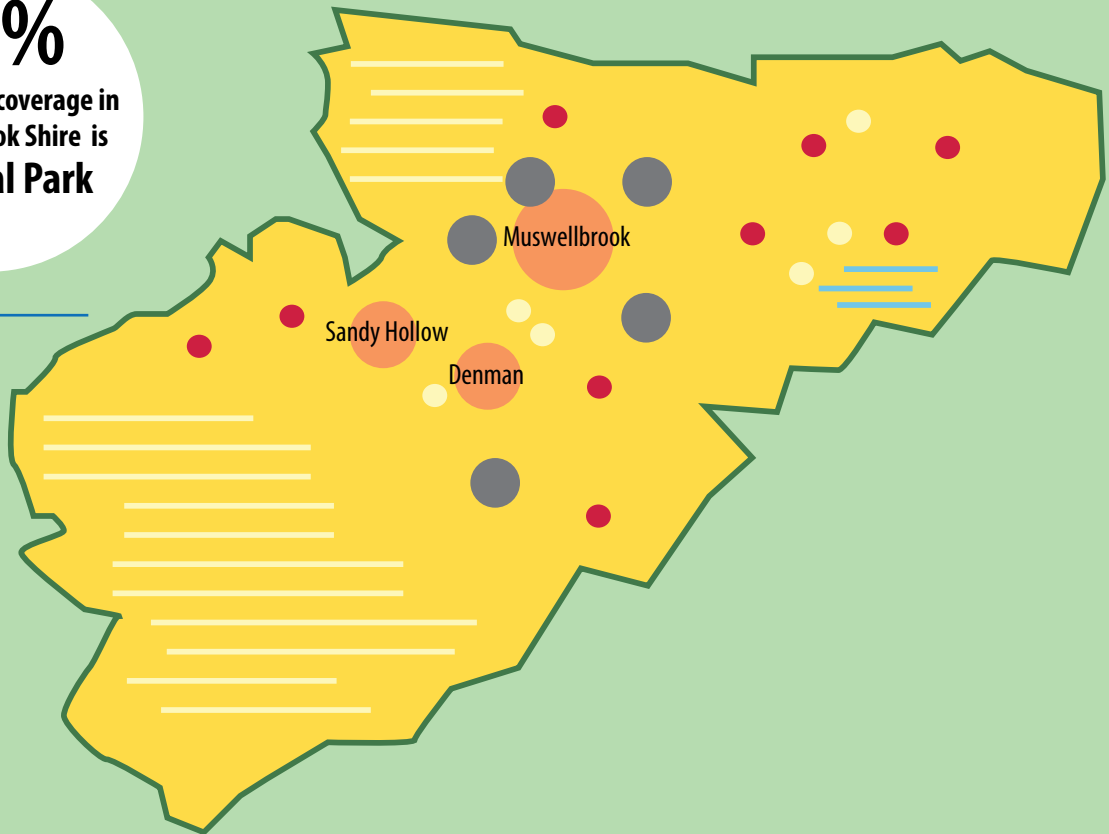
4. The Delivery Program in Context

WE ARE HERE



43%

of total land coverage in
Muswellbrook Shire is
National Park



Muswellbrook Shire Towns

Antiene	Martindale
Baerami	McCullys Gap
Bureen	Muscle Creek
Castle Rock	Muswellbrook
Dalswinton	Muswellbrook North
Denman	Muswellbrook South
Dunbars Creek	Sandy Hollow
Giants Creek	Widden
Kayuga	Widden Valley
Kerrabee	Wybong
Manobala	Yarrawa



National Parks



Mines



Equine, Viticulture and Cropping



General Rural



Environment Management



Lake Liddell

4.1 OUR SHIRE

Muswellbrook Shire is located within the Gamilaraay Indigenous Nation, one of the four largest Indigenous nations in Australia.

Muswellbrook Shire acknowledges that the local Aboriginal People are the Traditional Owners and Custodians of the land.

The first white settlement occurred in the 1820s and the township of Muswellbrook was gazetted in 1833.

Muswellbrook Shire is centrally located in the Upper Hunter Valley, approximately 130km north-west of Newcastle. By road, Muswellbrook is approximately three hours from Sydney, two hours from Tamworth and around 90 minutes from Newcastle.

The Shire consists of two larger towns, Muswellbrook and Denman, as well as a number of outlying rural communities including Sandy Hollow, Wybong, Baerami, Martindale, McCully's Gap, Widden and Muscle Creek.

The boundaries of the Local Government Area (LGA) are marked by Lake Liddell to the east, Goulburn River National Park to the west, Wollemi National Park to the south and bordering Aberdeen in the north.

A surprising fact to many is that 1,455km – or 43% - of Muswellbrook Shire's 3,402km² land coverage is national park. This includes the World Heritage Wollemi National Park.

We are a young community with a rising population

Muswellbrook Shire is a welcoming community offering all the cultural, recreational, educational and community facilities that you would expect to find in a city. It is the main regional centre for the Upper Hunter. The population of Muswellbrook Local Government Area (LGA) is concentrated in the towns of Sandy Hollow, Denman and Muswellbrook.

The estimated residential population for Muswellbrook (LGA) in 2020 was 16,355 people (ABS). This is up from 15,793 in 2016. Council anticipates low to modest population growth, in the short to medium term, associated with the planned closures of Liddell and Bayswater power stations offset by some diversification in the local economy.

The average population of the Muswellbrook LGA has reflected the ebbs and flows of the mining industry. Annual population growth over the last decade, 2006 to 2016, was 5.3% - a steady rise for a regional area. The majority of this growth has concentrated in Muswellbrook, which accounted for around half the growth. However, the 2016 census showed that growth overall since 2011 has only been 1.9%.

The 2016 census indicated that Muswellbrook Shire has a relatively high proportion of Aboriginal and Torres Strait Islander peoples residing in the community at 8.3%. This compares with the 2.9% NSW State average.

Muswellbrook Shire tends to be a younger community with the median age of people being 36.9 years, compared to 37.9 for NSW.

In 2020 our population consisted of 22.6% aged 0-14 years compared with NSW at 18.5%; while 63.4% were aged 15-64 years compared with NSW at 64.8% and 14.1% aged 65 years and over compared to 16.7% across the State.

The ratio of men to women in 2020 was 51.4% and 48.6% female.

For more on the Shire's Community Profile visit: communityprofile.com.au/muswellbrook

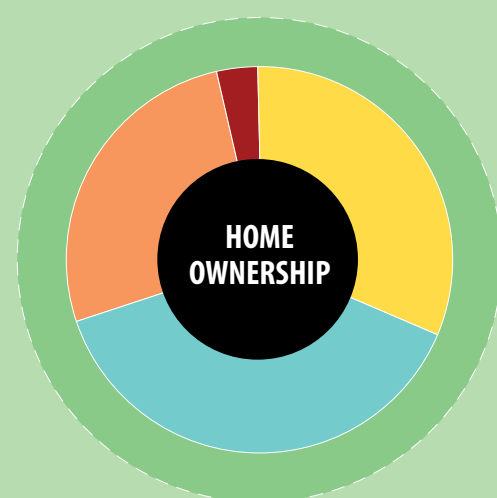
4.2 MUSWELLBROOK AT A GLANCE

A summary of significant indicators for Muswellbrook compared with NSW as a whole:

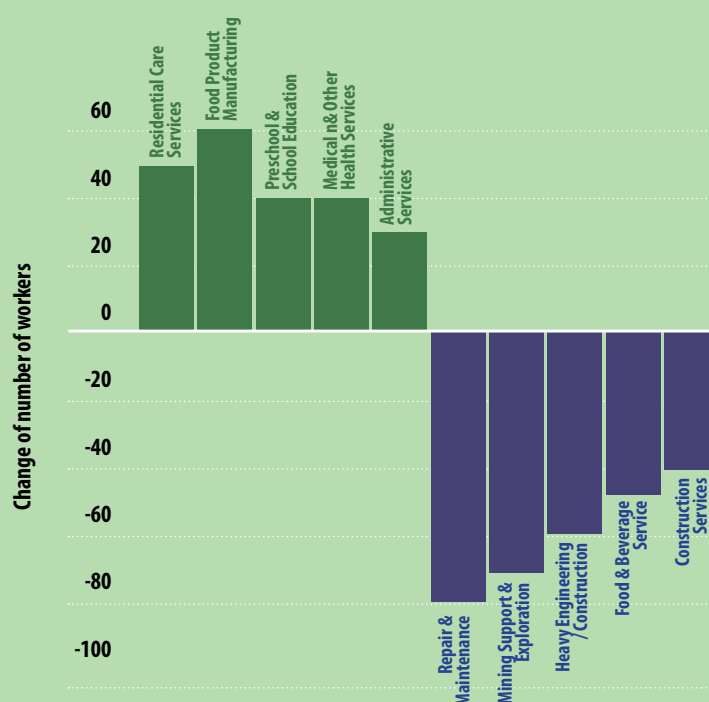
Indicator	Muswellbrook Shire	NSW
% Aboriginal and Torres Strait Islander (2016)	8.3	2.9
% University or tertiary institution level education (2016)	4.3	16.2
% Certificate level III or IV (2016)	22.7	14.8
Males per 100 females	105.7	98.5
Average age	36.9	37.9
% 0-14 years	22.6	18.5
% 15-64 years	63.4	64.8
% 65+ years	14.1	16.7
% born in Australia (2016)	84.7	65.5
% unemployed (2016)	8.2	6.3
% coal mining industry (2016)	20.3	0.6
% horse farming (2016)	3	0.1
% internet accessed from dwelling (2016)	76.5	82.5

EMPLOYMENT

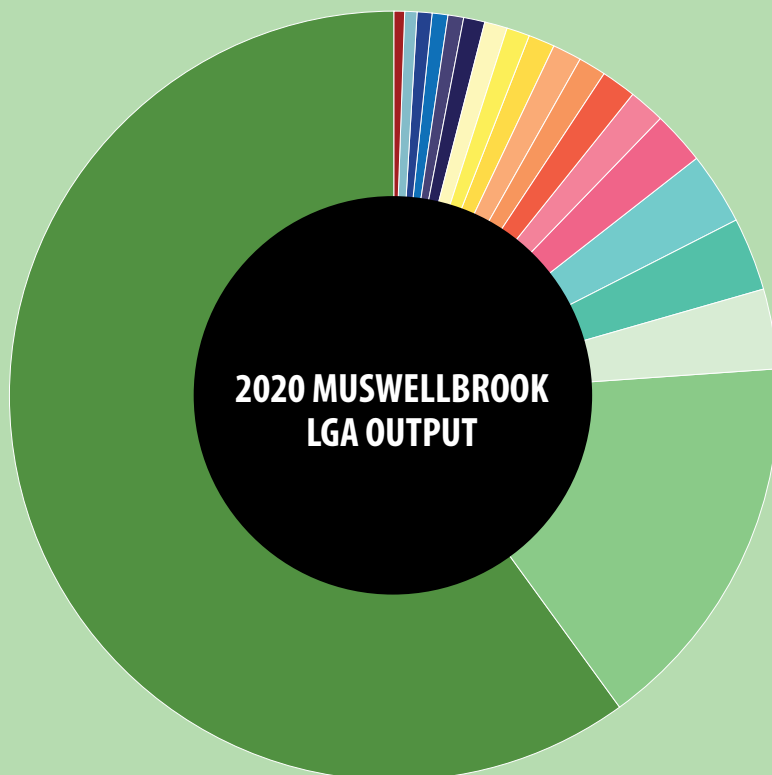
Top growth and decline industries of employment in Muswellbrook



● Rent	38.9%
● Paying off mortgage	26.3%
● Owned Outright	31.3%
● Other	3.5%



4.3 ECONOMIC OUTPUT OF THE SHIRE



Industry Sector	Output (\$)	Output (%)
Mining	\$5,049,144	60.1%
Electricity, Gas, Water Waste Services	\$1,361,562	16.2%
Manufacturing	\$279,336	3.3%
Rental, Hiring Real Estate Services	\$270,452	3.2%
Construction	\$259,180	3.1%
Agriculture, Forestry Fishing	\$187,742	2.2%
Wholesale Trade	\$123,672	1.5%
Public Administration Safety	\$119,013	1.4%
Administrative Support Services	\$97,596	1.2%
Health Care Social Assistance	\$93,450	1.1%
Transport, Postal Warehousing	\$92,699	1.1%
Retail Trade	\$80,638	1.0%
Accommodation Food Services	\$75,303	0.9%
Professional, Scientific Technical Services	\$74,729	0.9%
Other Services	\$70,799	0.8%
Education Training	\$61,615	0.7%
Financial Insurance Services	\$54,933	0.7%
Information Media Telecommunications	\$33,362	0.4%
Arts Recreation Services	\$13,342	0.2%
Total	\$8,398,568	100.0%

4.4 RELEVANCE OF THE DELIVERY PROGRAM TO THE COMMUNITY STRATEGIC PLAN

The Delivery Program is the elected Councillors' planned response to the community's aspirations and priorities listed in the Community Strategic Plan. Via a community engagement process, the community tells the Councillors what they want for the future of the Shire, the Councillors listen to and consider the community's concerns and ideas and the Delivery Program explains how the Councillors will prioritise and direct Council towards meeting the community's expectations during their elected term. All activities described in the *Muswellbrook Shire 2022-2026 Delivery Program* link to a goal and strategy listed in the *Muswellbrook Shire 2022-2032 Community Strategic Plan*.

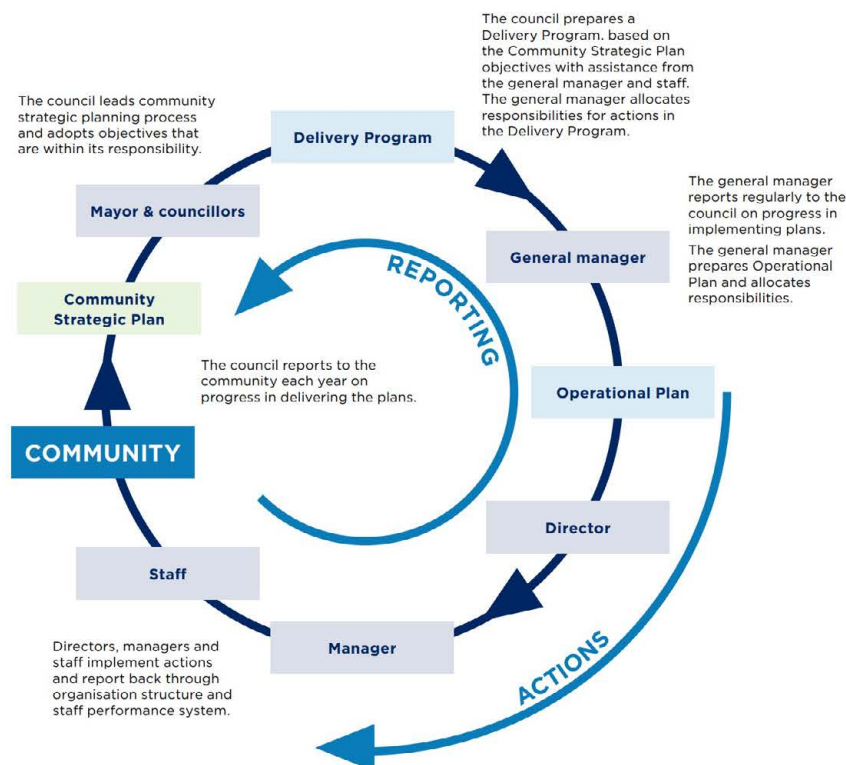
Where Council is not responsible, or solely responsible, for the delivery of the community goals identified in the Community Strategic Plan, the Delivery Program outlines how Council will pursue the community's agenda by:

- › advocating on behalf of the community with State and/or Federal governments and agencies; and/or
- › enlisting the help of other stakeholders; and/or
- › seeking grants or other funding in support of the community goals.

Councillors monitor the progress of Council's activities via quarterly reports and each year, Council reports to the community on the progress of Council's activities via the Annual Report.

Council's Integrated Planning and Reporting documents are available on Council's website at

www.muswellbrook.nsw.gov.au/council-integrated-planning-overview/



5.Strategic Direction

5.1 HOW TO READ THIS DELIVERY PROGRAM

Following is an explanation about the various elements of the DP to help you navigate the document

Theme – The 6 CSP goals, 25 CSP strategies and 51 DP Activities are grouped under 6 themes or focus areas with a corresponding colour:

1. **Economic Prosperity,**
2. **Social Equity,**
3. **Environmental Sustainability,**
4. **Cultural Vitality,**
5. **Community Infrastructure and**
6. **Community Leadership.**

CSP Goal – The six CSP goals have been developed in consultation with the community. They are the community's long-term aspirations for the Shire and align with the community vision.

SOCIAL EQUITY

CSP Goal 2: An inclusive and interconnected community, where everyone enjoys full participation

CSP Strategy	Delivery Program Activity	Responsibility	Measure and Source
2.1 Improve the affordability, liveability and amenity of Shire communities	2.1.1 Implement the funded outcomes of the Recreation Needs Study	Manager Property, Building and Works	Recreation Needs Study recommendations implemented Council minutes
	2.1.2 Promote and facilitate increased participation in active and passive recreation activities	Manager Property, Building and Works	The Olympic Park Precinct Masterplan implemented Council minutes
	2.1.3 Consider and deliver social inclusion principles across Council functions	General Manager	People with all abilities are engaged to the provision of accessible options across the Shire Community Engagement Strategy/ Annual Report
	2.1.4 Advocate for affordable housing	General Manager	Affordable housing included as a priority in Council's advocacy program Shire Advocacy Agenda
2.2 Promote social cohesion and improve connectivity and the delivery of social services within the Shire	2.2.1 Advocate for the needs of people in social housing	General Manager	The needs of people in social housing is a priority in Council's advocacy program Shire Advocacy Agenda
2.3 Retain and expand quality and affordable childcare services	2.3.1 Facilitate investment in child-care services across the Shire	General Manager	Increased childcare, early childhood education and pre-school options within the Shire Australian Children's Education Care Authority
2.4 Facilitate opportunities to expand seniors living	2.4.1 Advocate to enhance the delivery of services to support older people to live in the Muswellbrook Shire	General Manager	Improved community satisfaction for services to support older Shire residents Muswellbrook Shire Community Satisfaction Survey
2.5 Enhance relationships and engagement with the local indigenous communities	2.5.1 Raise awareness of the local Aboriginal Community and an appreciation of their long traditions and culture	Manager Community Services	Improved understanding and appreciation of the importance of the Aboriginal Community and their traditions and culture Aboriginal Reconciliation Committee
	2.5.2 Engage with the Wanaruah Local Aboriginal Land Council on development of the Common	Manager Community Services	Concept design and plan developed in consultation with the Wanaruah Local Aboriginal Land Council Wanaruah Local Aboriginal Land Council
2.6 Investigate opportunities to expand services and facilities for youth and children within the Shire	2.6.1 Engage with young people in the Shire to better inform projects and programs for youth and children	Manager Governance	Youth engagement strategies included in the Community Engagement Strategy Reported to Council

CSP Strategy - These are the 25 Community Strategic Plan strategies that will guide Council over the term as it works towards achievement of the long-term goals, and community vision.

Measure and Source – The performance measures will allow us to benchmark, monitor and report on Council's progress towards the achievement of the long-term goals, the effectiveness of the applied strategies and activities undertaken by Council over the term. Each measure is linked to a data or reporting source – eg ABS data, or Council's minutes or the Annual Report.

Delivery Program Activity – These are the four-year activities (projects and programs) that Council will undertake in order to achieve the Community's vision and long-term goals. Each Activity is linked to a Community Strategic Plan Strategy and Goal.

Responsibility – Council is solely responsible for the implementation of the Delivery Program within the resources allocated via the Long-Term Financial Plan, Workforce Management Plan and Strategic Asset Management Plan. Responsibility for the achievement of the Delivery Program Activities is allocated to Council's Executive Management Team.

5.2 COMMUNITY VISION

“Engaging with our community to achieve an inclusive, vibrant and sustainable future”

5.3 COMMUNITY VALUES

We value:

Community Wellbeing

Economic Prosperity

Social Equity and Inclusion

Environmental Sustainability

Cultural Vitality

Open communication and community engagement

Collaborative, accountable and transparent community leadership

5.4 COUNCIL'S ROLE AND SERVICES

Local Government is the most responsive, agile and community driven level of government in Australia. Council, as the local government authority, is responsible for day-to-day community services and infrastructure, ranging from kerbside bin collection, local roads and the public swimming pools in Denman and Muswellbrook to the provision of water and sewer across the Shire. Council also operates the Regional Art Centre, the Denman Memorial Hall, libraries and other cultural activities for residents and visitors alike.

It is important to distinguish between local government (Council) and the State and Federal governments that have responsibility for other services (table below). The Federal Government is responsible for defence, trade, foreign affairs and the collection and distribution of tax, whereas the State Government looks after schools, hospitals, public transport and national parks.

Federal Government	State Government	Local Government (Council)
immigration	local governments	water and sewerage services*
foreign affairs	education (schools)	rubbish collection and recycling
quarantine	health (hospitals)	local roads maintenance
defence	public transport (buses and trains)	parking
trade	public housing	footpaths and cycleways
currency	prisons	building regulation
taxation	national parks	pet control
communications (post, phone and internet)	main roads	parks
aged care	consumer affairs	sports fields
Centrelink	emergency services	swimming pools
Medicare	utilities (water, electricity and gas supply)	libraries
banking	environment	community halls
marriage and divorce	child welfare	local events
insurance		

*provided by 89 of the 128 councils in NSW

Councils are not responsible for the decisions of private enterprise, although Muswellbrook Shire Council is committed through its Job Creation Fund to support and encourage local businesses to establish, grow and flourish in the Shire.

On behalf of the community Muswellbrook Shire Council maintains:



**a road network of
almost 628 km**



**approximately 86 kms
of stormwater drainage
measures and over 1,427
rural culverts**



67 carparks



**185 km of kerb
and guttering**



**47 km of footpaths
and cycleways**



24 parks



7 sporting fields



3 Cemeteries



2 Swimming Pools



11 Rural Fire Stations

Council manages, maintains and provides services to the Shire communities via community owned facilities and infrastructure including:

- › Denman and Muswellbrook libraries;
- › Denman and Muswellbrook aquatic centres;
- › Muswellbrook Waste and Recycling Centre;
- › Denman Waste Transfer Station;
- › Muswellbrook, Denman and Sandy Hollow water treatment plants;
- › Muswellbrook and Denman Recycled Water Treatment Works;
- › Works Depot;
- › Muswellbrook Administration Centre;
- › Community Halls
- › Muswellbrook and Denman Indoor Sports Centres
- › Denman Memorial Hall
- › Muswellbrook Regional Arts Centre
- › Muswellbrook, Denman and Giants Creek Cemeteries

5.5 STAKEHOLDERS, PARTNERS AND AGENCIES

Council partners with the following corporations, organisations, trusts, joint ventures, syndicates (or other bodies):

- › Arts Upper Hunter
- › Australian Local Government Association
- › Community Consultation Groups for the mines in our Shire: Mangoola, Bengalla, Mt Pleasant, Mt Arthur, Muswellbrook Coal, Malabar Coal and Dartbrook Coal
- › Create NSW
- › Denman and District Development Association
- › Denman Chamber of Commerce
- › Destination NSW
- › Healthy and Well Upper Hunter
- › Hunter Joint Organisation Group Entities
- › Hunter Joint Organisation of Councils, including associated entity Strategic Services Australia
- › Hunter Research Foundation
- › Integrated Living Australia
- › Liddell Transition and Community Dialogue Group
- › Local Buying Foundation Advisory Committee (run by BHP)
- › Local Government Professionals
- › Muswellbrook Chamber of Commerce and Industry
- › National General Assembly of Local Government
- › NSW Health and Local Area Health
- › NSW Local Government Association
- › NSW Rural Fire and Emergency Services
- › NSW Sport and Recreation
- › NSW Water Directorate
- › Planning Institute of Australia (NSW division)
- › Regional Arts NSW
- › Richard Gill National Music Academy
- › Royal Lifesaving NSW
- › Sandy Hollow Progress Association
- › Standards Australia
- › State Library NSW
- › Statecover
- › Statewide Mutual
- › TAFE NSW
- › Transcare Services
- › University of Newcastle
- › Upper Hunter Community Services
- › Upper Hunter Conservatorium of Music
- › Upper Hunter Domestic Violence Service
- › Upper Hunter Drug and Alcohol Service
- › Upper Hunter Economic Diversification Working Party
- › Upper Hunter Homeless Services
- › Upper Hunter Landcare
- › Upper Hunter Mining Dialogue, (coordinated by NSW Minerals Council)
- › Upper Hunter Tourism
- › Upper Hunter Water Alliance
- › Upper Hunter Youth Services
- › Wanaruah Local Aboriginal Land Council

6. Delivery Program Activities and Evaluation



ECONOMIC PROSPERITY

CSP Goal 1: A dynamic local economy with full employment for current and future residents in a diverse range of high value industries

CSP Strategy	Delivery Program Activity	Responsibility	Measure and Source
1.1 Support job growth within the Shire	1.1.1 Facilitate the expansion of existing, and the establishment of new, industries and business	General Manager	Workforce data growth achieved
			Australian Bureau of Statistics
1.2 Diversify the economy, facilitate the development of intensive agriculture, innovative manufacturing, health services and other growth industries	1.2.1 Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise	General Manager	Increasing number and diversity of businesses and industries in the Shire Australian Bureau of Statistics
	1.2.2 Complete the Employment Landuse Strategy	General Manager	Strategy adopted by Council Council Minutes
	1.2.3 Review the Local Environmental Plan and Development Control Plan to improve investment certainty for industry	Director Environment and Planning	LEP and DCP is up to date with legislative requirements Council minutes and/or Department of Planning, Industry and Environment
	1.2.4 Implement the Muswellbrook and Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan	Director Property and Place	i) Funded stages of the Muswellbrook Town Centre Masterplan and the Denman Town Centre revitalisation project implemented. ii) Sandy Hollow Village Masterplan prepared and adopted Council minutes/Annual Report
	1.2.5 Develop a Rural and Environmental Land Strategy	General Manager	Strategy is adopted by Council Council minutes
	1.2.6 Review the Local Strategic Plan in response to changes to the NSW Planning Act	Director Environment and Planning	LSP is reviewed in consultation with the community Council records
	1.3 Facilitate greater access to higher education	General Manager	A choice of tertiary education facilities available to Shire residents
			Quantity of face-to-face courses available at Shire campuses
1.4 Develop Muswellbrook as a regional centre	1.4.1 Complete current infrastructure projects and identify future opportunities for the Shire	Director Property and Place	Projects are completed Council minutes
	1.4.2 Advocate for increased medical services in the Shire	General Manager	Medical services included as a priority in the Shire's Advocacy Agenda Shire Advocacy Agenda

Local economic prosperity challenges and opportunities

Uncertainty in the coal & energy industry, associated direct and indirect job losses, & impact more broadly upon the Shire's economic base
The growth of the knowledge, creativity, and digital economy and a reshaping labour market
Record high net migration from capital cities to regional areas
Housing affordability and accessibility
Land use conflict
The movement from a linear economy (take, make, waste) to a circular economy (reduce, re-use, recycle)
Growing export demand for agricultural product
The continued growth of the services sector and access to services in regional centres

SOCIAL EQUITY

CSP Goal 2: An inclusive and interconnected community, where everyone enjoys full participation

CSP Strategy	Delivery Program Activity	Responsibility	Measure and Source
2.1 Improve the affordability, liveability and amenity of Shire communities	2.1.1 Implement the funded outcomes of the Recreation Needs Study	Director Property and Place	Recreation Needs Study recommendations are implemented Council minutes
	2.1.2 Promote and facilitate increased participation in active and passive recreation activities	Director Property and Place	The Olympic Park Precinct Masterplan is implemented Council minutes
	2.1.3 Consider and deliver social inclusion principles across Council functions	General Manager	People with all abilities are engaged to improve the provision of accessible options across the Shire Community Engagement Strategy/ Annual Reports
	2.1.4 Advocate for affordable housing	General Manager	Affordable housing included as a priority in Council's advocacy program Shire Advocacy Agenda
2.2 Promote social cohesion and improve connectivity and the delivery of social services within the Shire	2.2.1 Advocate for the needs of people in social housing	General Manager	The needs of people in social housing included as a priority in Council's advocacy program Shire Advocacy Agenda
2.3 Retain and expand quality and affordable childcare services	2.3.1 Facilitate investment in child-care services across the Shire	General Manager	Increased childcare, early childhood education and pre-school options within the Shire Australian Children's Education Care Authority
2.4 Facilitate opportunities to expand seniors living	2.4.1 Advocate to enhance the delivery of services to support older people to live in the Muswellbrook Shire	General Manager	Improved community satisfaction for services to support older Shire residents Muswellbrook Shire Community Satisfaction Survey
2.5 Enhance relationships and engagement with the local indigenous communities	2.5.1 Raise awareness of the local Aboriginal Community and an appreciation of their long traditions and culture	Manager Community Services	Improved understanding and appreciation of the importance of the Aboriginal Community and their traditions and culture Aboriginal Reconciliation Committee
	2.5.2 Engage with the Wanaruah Local Aboriginal Land Council on development of the Common	Manager Community Services	Concept design and plan developed in consultation with the Wanaruah Local Aboriginal Land Council Wanaruah Local Aboriginal Land Council
2.6 Investigate opportunities to expand services and facilities for youth and children within the Shire	2.6.1 Engage with young people in the Shire to better inform projects and programs for youth and children	Manager Governance	Youth engagement strategies included in the Community Engagement Strategy Reported to Council

Local social equity challenges and opportunities
Liveability and amenity - the extent to which the general well-being, health and quality of life of residents is supported physically, aesthetically, and in terms of accessibility
Socio-economic and geographic disadvantage for people living in social housing
Link between early childhood education and social advantage
An ageing population and changing retirement patterns
A high proportion of Aboriginal and/or Torres Strait Islander people in our community
Community dissatisfaction with the quantity of quality youth services and facilities

ENVIRONMENTAL SUSTAINABILITY

CSP Goal 3: An environmentally sensitive and sustainable community

CSP Strategy	Delivery Program Activity	Responsibility	Measure and Source
3.1 Advocate for best practice mined-land rehabilitation to include local workforce participation, progressive, quality final landforms, and fewer and shallower voids	3.1.1 Meet with other levels of government to achieve improved rehabilitation outcomes for disused mining lands and ongoing employment for the local workforce	General Manager	Reduction in quantity and depths of final voids
			Mine Rehabilitation (GIS) Portal
3.2 Improve native vegetation connectivity across the upper hunter region	3.2.1 Support Landcare initiatives and advocate for programs to enhance native vegetation connectivity across the Shire and upper hunter region	Director Environment and Planning	Landcare groups are active in the Shire
			Local Land Services website
3.3 Enhance our local rivers and creeks to improve environmental outcomes and access for recreation	3.3.1 Implement funded actions of the adopted Urban Riparian Masterplan	Executive Manager Environment and Planning	Funded projects delivered
			State of the Shire Report
	3.3.2 Develop a Catchment Management Plan for Muscle Creek and Possum Gully	Chief Engineer	Plan adopted by Council
			Council minutes
3.4 Support initiatives which reduce the community's impact on the environment	3.4.1 Continue Community Education Program on water, waste and energy reduction	Director Environment and Planning	Education Program progress reported to Council
			Council minutes
	3.4.2 Require all development proposals to avoid and mitigate against potential environmental impacts and facilitate improved environmental outcomes where possible	Director Environment and Planning	DA process includes review of potential environmental impacts and mitigation requirements included in conditions of consent
			Conditions of consent included in reports to Council
3.5 Support federal and state initiatives to reduce the impacts of climate change	3.5.1 Increase the proportion of the energy used by Council from renewable sources	General Manager	Council's Net Zero Strategy implemented
			Annual Reports
	3.5.2 Develop a recycled water plan for community parks	Deputy General Manager	Plan adopted by Council
			Council minutes

Local environmental sustainability challenges and opportunities
Impacts of mining on the environment today and in the future
Loss of native vegetation and vegetation connectivity
Poor riverside natural environments and limited public access to waterways
Impacts of increasing human activity upon the local environment
A changing climate

CULTURAL VITALITY

CSP Goal 4: A culturally rich and diverse Community with strong identities, history and sense of belonging

CSP Strategy	Delivery Program Activity	Responsibility	Measure and Source
4.1 Conserve the heritage and history of the Shire	4.1.1 Support the conservation and restoration of the Shire's heritage items	Director Environment and Planning	Funding allocation for heritage conservation and restoration is available
			Local Heritage Grants and Council budget allocation
	4.1.2 Ensure sites or artifacts of Aboriginal significance are protected where new development proposals are considered	Director Environment and Planning	DAs consider the potential impact on aboriginal sites and artefacts with appropriate mitigation applied
			Conditions of consent included in reports to Council
4.2 Facilitate options to improve participation in cultural activities in the Shire	4.2.1 Progress a Regional Entertainment and Conference Centre	Director Property and Place	Enabling works completed
			Council minutes
4.3 Host and support a diverse range of cultural activities and events which create a sense of identity and belonging, engage the local community and attract visitors	4.3.1 Develop and implement a program of Shire events to engage more locals and attract more visitors	General Manager	Increase number of events across the Shire
			Council Calendar of Events
	4.3.2 Deliver an arts program	Manager Community Services	Deliver the program endorsed by the Arts and Culture Committee and adopted by Council
			Council minutes
	4.3.3 Support Arts Upper Hunter as the peak organisation of Artist endeavour	Manager Community Services	Financial support is provided each year
			Council budget

Local cultural vitality challenges and opportunities
Preservation of the Shire's history and heritage
Limited cultural participation
Access to national and international arts and culture

COMMUNITY INFRASTRUCTURE

CSP Goal 5: Effective and efficient infrastructure that is appropriate to the needs of our community

CSP Strategy	Delivery Program Activity	Responsibility	Measure and Source
5.1 Construct and maintain well-planned community infrastructure that is safe, reliable, and provides agreed levels of service	5.1.1 Review, develop and maintain liveable town and village precincts	Director Property and Place	Funded projects delivered
			Major projects progress reports to Council
	5.1.2 Maintain and continually improve asset management	Deputy General Manager	Funded components of the adopted Strategic Asset Management Plan are delivered
			ARIC minutes
	5.1.3 Facilitate investment in high quality community infrastructure necessary to a Regional Centre	General Manager	High quality infrastructure is provided to support Muswellbrook as a Regional Centre
			Annual Report
	5.1.4 Maintain and continually improve community infrastructure across the Shire	Deputy General Manager	Council's approved program of works is delivered
			Council minutes
5.2 Improve all abilities access to Council facilities	5.2.1 Facilitate and implement improved all abilities access and inclusion across the Shire	Director Property and Place	The number of Council facilities with all abilities access is increasing
			Internal measure with quarterly progress report to Council
5.3 Provide safe, secure and reliable water supply and sewer services	5.3.1 Water, sewerage and waste services are provided in compliance with regulatory requirements	Operations Manager – Water and Waste Water	Audits demonstrate compliance
			Report to Council
5.4 Ensure road, footpath and cycleway networks are integrated and allow for the safe movement of residents and visitors	5.4.1 Maintain and continually improve the Shire's shared pathway networks to increase connectivity	Chief Engineer	Funded components of the Active Transport Plan delivered
			Council minutes – major projects progress reports

Local community infrastructure challenges and opportunities
Infrastructure to support Muswellbrook as a service centre for the Upper Hunter
Limited all abilities access to Council's facilities
Ageing Water and Wastewater Infrastructure
Incomplete footpaths & cycleway links

COMMUNITY LEADERSHIP

CSP Goal 6: Collaborative and responsive community leadership that meets the expectations and anticipates the needs of our community

CSP Strategy	Delivery Program Activity	Responsibility	Measure and Source
6.1 Enable genuine and well-informed community participation in decision making	6.1.1 Engage with the community and other stakeholders to determine service level expectations and appropriate measures	Manager Governance	Service Level Agreements determined and recorded Internal measure reported to Council and the community
	6.1.2 Utilise best practice models of community engagement to ensure decision making is meeting the expectations of the community	Manager Governance	Increased participation of residents and other key stakeholders in engagement programs and activities Muswellbrook Shire Council Community Satisfaction Survey
	6.1.3 Enhance Council's communication with the community to build awareness and understanding of Council's activities and Community needs	General Manager	Increasing satisfaction with the way Council communicates with the Community Muswellbrook Shire Council Community Satisfaction Survey
6.2 Ensure Council is well managed, appropriately resourced, effective, efficient, accountable and responsive to its communities and stakeholders	6.2.1 Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves	Director Corporate Services and CFO	i) Deliver services and projects within budget allocated; ii) financial stability and sustainability via reserve management. Reports to Finance Committee, Council, ARIC and Annual Reports to the community
	6.2.2 Develop and implement a Service Delivery Review Program	Director Corporate Services and CFO	i) Service Delivery Review Plan is developed in alignment with community satisfaction surveys and adopted by Council; ii) Service Delivery Reviews conducted on: a. Community engagement and communication services; b. Economic development services; c. Public toilets Service Delivery Review outcomes, improvement plans and improvement action progress reports to Council, the ARIC and attestation included in Annual Report to the community
	6.2.3 Implement an Internal Audit Program in consultation with the Audit Risk and Improvement Committee	Director Corporate Services and CFO	i) Internal Audit Plan is developed in alignment with Council's Risk Management Plan, endorsed by the ARIC and adopted by Council; ii) Internal Audits conducted: a. Plant & Fleet; b. Fraud & Corruption Health Check; c. Future Fund; d. ICT & Cybersecurity; e. Water & Sewer; f. Payroll & Leave Internal Audit outcomes, improvement plans and improvement action progress reports to Council and the ARIC and attestation included in Annual Reports to the community
	6.2.4 Regulatory activities undertaken to maintain public safety and companion animal wellbeing	Director Environment and Planning	Legislative and regulatory requirements met Monthly report to Council
	6.2.5 Implement a comprehensive and targeted business improvement program	Director Corporate Services and CFO	Improvements against established benchmarks reported quarterly to ARIC and Council and annually to the Community
	6.3.1 Continue to prioritise safety and risk management initiatives and upgrades to Council Facilities	General Manager	i) New Works Depot completed; ii) Waste Management Facility upgrades completed Council minutes
6.3 Ensure Council is a best practice employer providing a safe, happy, suitably resourced and productive workplace	6.3.2 Continue to prioritise employee welfare initiatives	General Manager	Funded employee welfare initiatives implemented Staff Satisfaction Surveys reported to Council

Local community leadership challenges and opportunities
Insufficient community consultation and participation in council planning and decision making
Understanding community expectations for the delivery of appropriate, efficient and effective Council services and facilities
Increasingly competitive market for attracting and retaining a suitably skilled Council workforce

