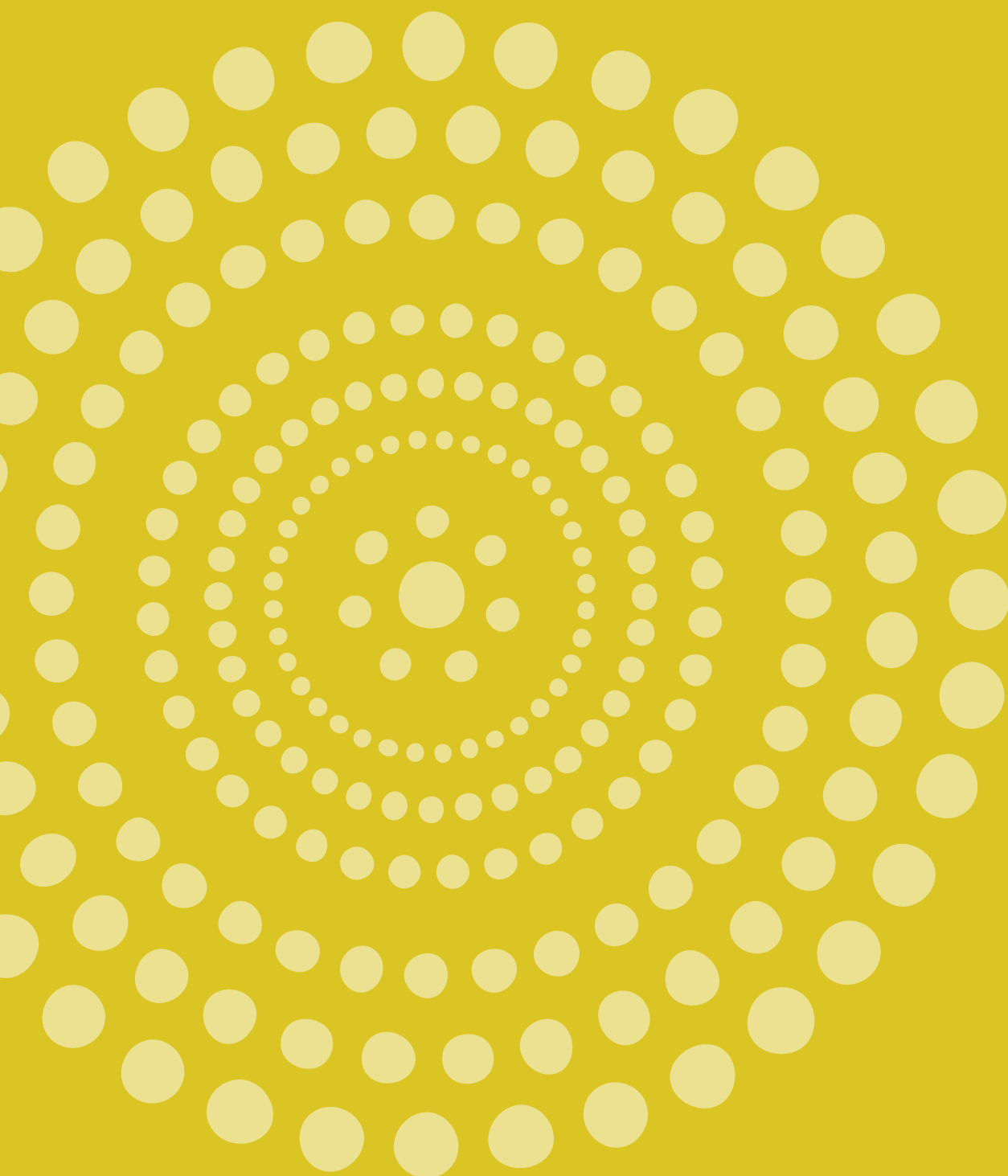


# MUSWELLBROOK SHIRE COUNCIL 2022 – 2023 OPERATIONAL PLAN



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



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# Foreword

## A MESSAGE FROM THE MAYOR



MAYOR – COUNCILLOR  
STEVE REYNOLDS

On being elected Mayor of Muswellbrook Shire in January 2022 I declared a commitment to greater transparency and wider community consultation and set a goal to take major projects to completion.

Our region is on the move, and it is important during this time of change that we are moving in the right direction; a direction that improves the liveability of the Shire and enhances our quality of life.

Following the participation of elected officials in extensive strategic planning sessions to set the agenda for this Council term, we adopted a series of strategic priorities to set the agenda for the future.

Included in this agenda is the Operational Plan, a one-year plan that details the budget, services, activities and projects we will deliver, our works programs and how we will measure our performance to ensure we're delivering the right services the best way we can.

Our priorities include

- › Opening and operation of the new Advanced Manufacturing Centre and the STEM Makerspace, in the Donald Horne Building. This facility will be available to schools and those in the community wanting to learn more about advanced manufacturing.
- › Carry out an audit of employment lands and work closely with Council's Industrial Closures Committee around the closure of Muswellbrook Coal and create a masterplan for the site.
- › Work with AGL Macquarie on the closure plans for Liddell and the exciting opportunities for jobs going forward.
- › Deliver a new Works Depot for Council.
- › Implement a Food Organics Garden Organics program for the community.
- › Progress towards completion of the Olympic Park and Town Centre Masterplans.

If there is ever anything you need, even if you have a question or a concern, don't hesitate to reach out to me, your council representative or the General Manager. Thank you for allowing me the opportunity to serve the community.

Steve Reynolds  
Mayor

## A MESSAGE FROM THE GENERAL MANAGER



GENERAL MANAGER  
FIONA PLESMAN

This is the first Operational Plan under our newly elected Council and I am looking forward to working with the Councillors to increase our focus on improving community engagement.

In August, I will be bringing together a Community Panel drawn from an extensive list of community members, who have expressed an interest for further participation in Council's engagement program, to set service level agreements and ensure that Council is well-placed to deliver on the community's expectations.

The 2022/23 Operational Plan will focus on improving service delivery by:

- › reducing the time it takes for service requests to be completed;
- › updating IT Systems, organisational procedures and processes;
- › implementing proactive maintenance plans for key infrastructure assets; and
- › assessing the life of our key utilities.

Council will also focus on progressing an extensive list of major projects commenced under the previous Council, including:

- › the Muswellbrook Aquatic Centre;
- › the new Animal Shelter;
- › the Advanced Manufacturing Centre (in the new Donald Horne Building, stage 2 of the Tertiary Education Precinct);
- › the upgrade of Muswellbrook Olympic Park;
- › the Sandy Hollow truck stop;
- › Denman Recreation Park;
- › the Hunter River Beach project
- › Muswellbrook Town Centre Precinct.

Important operational matters will continue to be actioned as part of this Operational Plan including:

- › Continuing to improve and maintain key services - water, wastewater and waste
- › Ensuring that our rural road network is maintained to a high standard
- › Maintaining high quality parks and recreation facilities
- › Providing innovative library programs
- › Delivering inspiring art exhibitions and growing the Muswellbrook regional art collection.

Fiona Plesman  
General Manager

## 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.

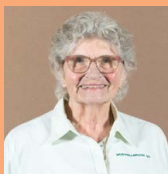
##### MAYOR – Councillor Steve Reynolds



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.

[Steven.Reynolds@muswellbrook.nsw.gov.au](mailto:Steven.Reynolds@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 and work towards developing a vibrant region.

[Jennifer.Lecky@muswellbrook.nsw.gov.au](mailto:Jennifer.Lecky@muswellbrook.nsw.gov.au)

##### Councillor Amanda Barry



First term councillor and Denman resident, Amanda wants to be 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](mailto:Amanda.Barry@muswellbrook.nsw.gov.au)

##### 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](mailto:Mark.Bowditch@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](mailto:De-Anne.Douglas@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 clear and transparent.

[Jeff.Drayton@muswellbrook.nsw.gov.au](mailto: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](mailto:Louise.Dunn@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](mailto:Rohit.Mahajan@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](mailto:Darryl.Marshall@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](mailto:Graeme.McNeill@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](mailto:Rod.Scholes@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](mailto:Brett.Woodruff@muswellbrook.nsw.gov.au)

# 3. Executive Leadership Team

## Fiona Plesman, General Manager



Fiona is a member of the Australian Institute of Company Directors, the Human Resources Institute and Local government Professionals and has post-graduate qualifications in Organisation Development and

Sustainability.

With more than 30 years' experience as a leader in local government and higher education Fiona's focus is innovation, organisational development and managing disruption and change.

## Sharon Pope, Director Environment and Planning



Sharon is a Fellow of the Planning Institute of Australia, has a degree in Urban and Regional Planning and has vast experience in Local Government having started her career as a Trainee Town Planner at

Greater Taree City Council.

Her broad range of experience in strategic land use planning, the development assessment process and community collaboration make her an invaluable member of Muswellbrook Shire Council leadership team.

## Derek Finnigan, Deputy General Manager



Derek has served in a variety of roles with Council, focusing primarily on infrastructure services and operational sustainability, and is Council's Local Emergency Management Officer.

Derek's tertiary qualifications include a Master of Business Administration, Bachelor of Business Administration, Diploma of Occupational Health and Safety, and Bachelor of Arts (English Literature).

## Matthew Lysaught, Director Property and Place



Matthew joined Council in 2011 and is responsible for Council's Property and Place directorate which includes Council's Works Department and property assets.

He works with a dedicated team responsible property management, construction, and maintenance of assets.

Matthew has a Bachelor of Economics, graduate and postgraduate degrees in visual arts, and Certificate IV training in property services.

## David Walsh, Director Corporate Services and CFO



David joined Council in 2021 and is a Certified Practising Accountant with experience in finance, IT, procurement, and company secretariat and brings experience in change management, process improvement and whole of

organisation system integration to Council

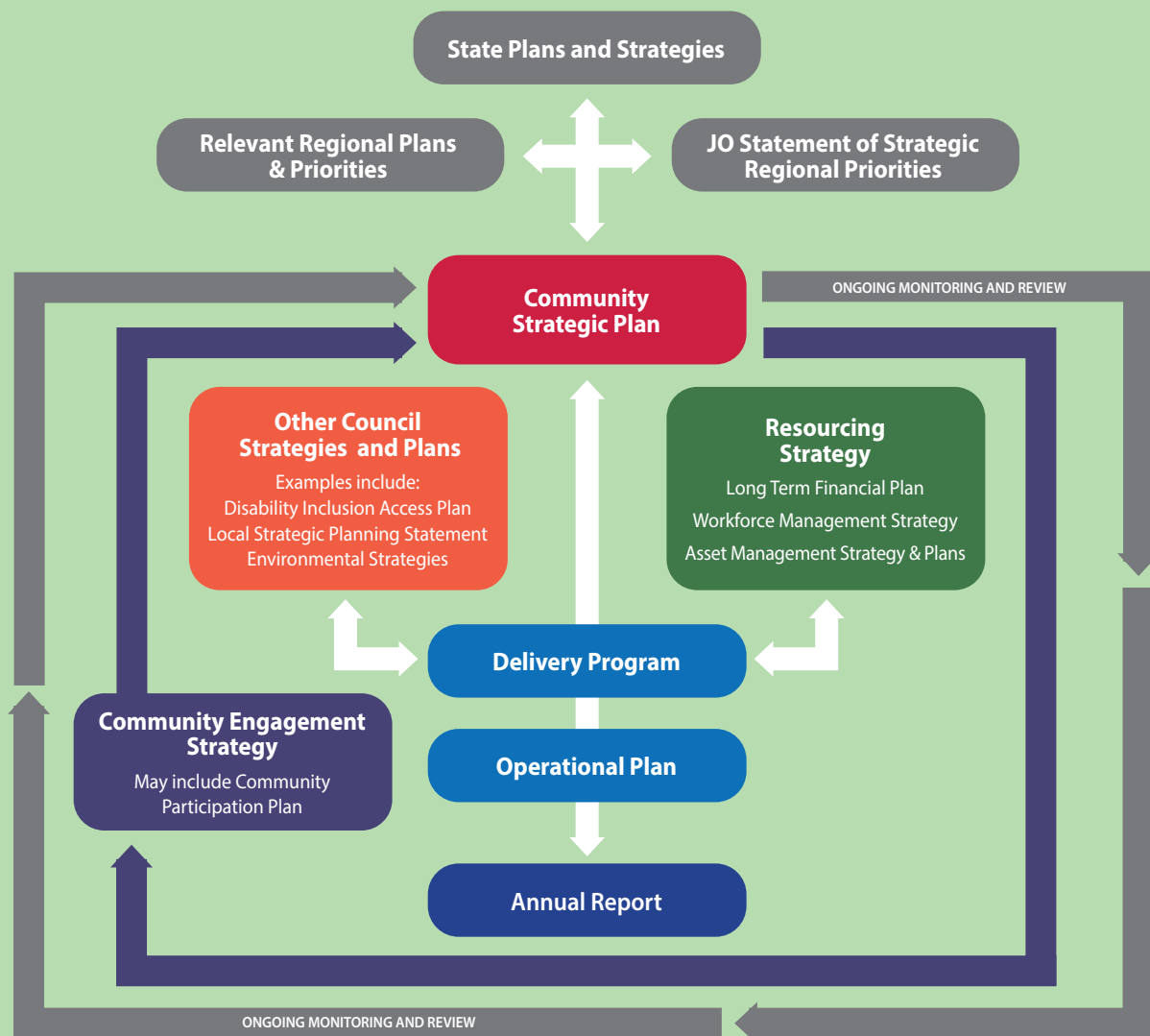
David's qualifications include a Bachelor of Business (Economics), Master of Professional Accounting and a Master of Business Administration and he is a member of the Australian Institute of Company Directors.





## 4. 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. The Delivery Program also allocates responsibilities for each activity and it identifies suitable performance measures for determining the effectiveness of the activities undertaken.



## 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 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.

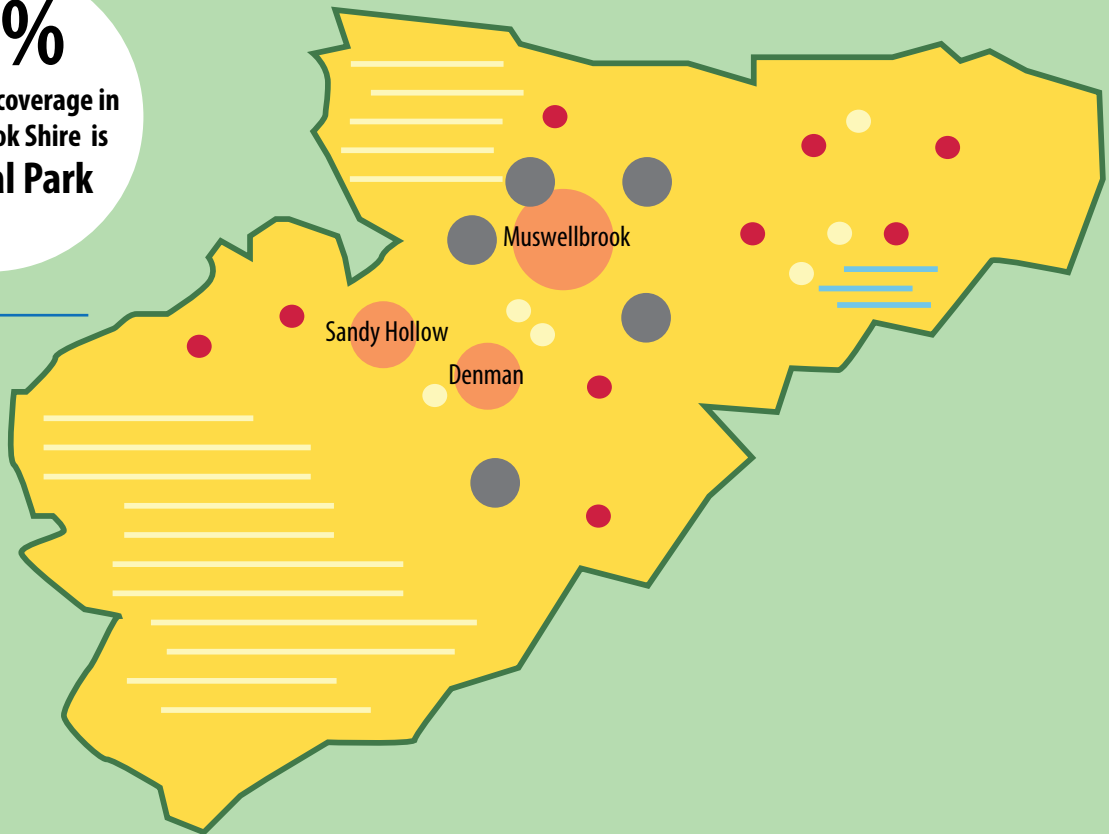
# 5. The Operational Plan in Context

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
Manobalai	Yarrawa

### National Parks

### Mines

### Equine, Viticulture and Cropping

### General Rural

### Environment Management

### Lake Liddell

## 5.1 OUR SHIRE

**Prior to European settlement, the Muswellbrook Shire was occupied by people of the Wonnarua/ Wanaruah language group.**

The Wonnarua/ Wanaruah people traded and had ceremonial links to their neighbouring tribes such as Awabakal, Darkinung, Geawegal, Kamilaroi, Wiradjuri and Worimi. The Muswellbrook Shire Local Government area is located within the Wanaruah Local Aboriginal Land Council boundary.

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

The first European 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 3,402km<sup>2</sup> 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](https://communityprofile.com.au/muswellbrook)

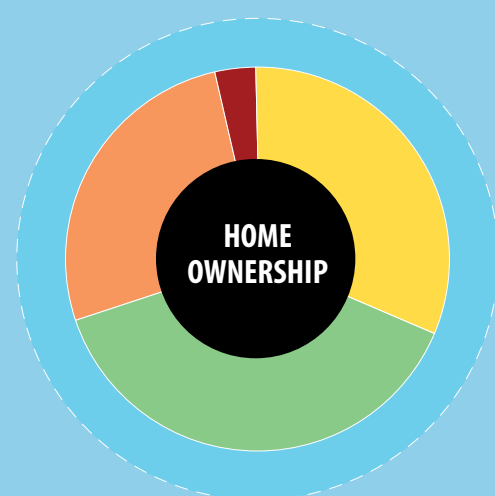
## 5.2 MUSWELLBROOK AT A GLANCE

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

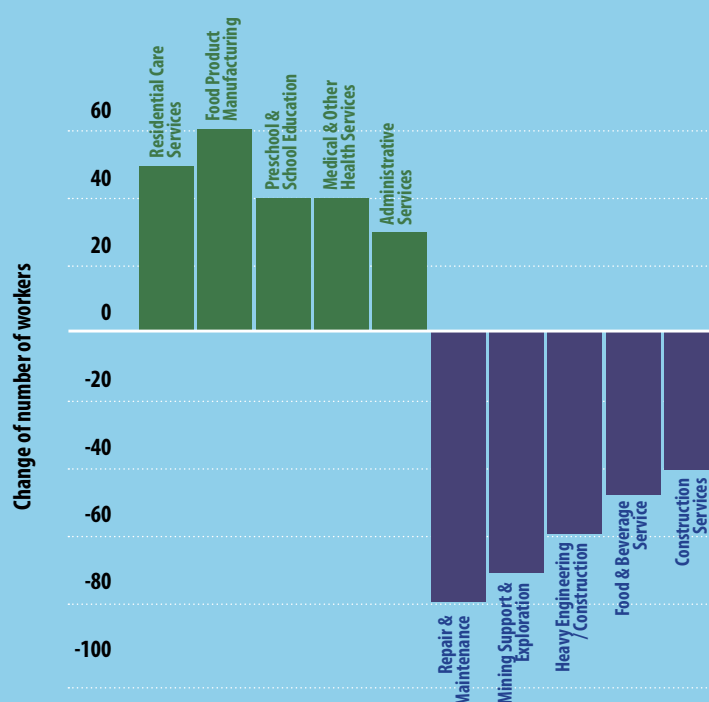
Indicator	Muswellbrook Shire	NSW
% Aboriginal and Torres Strait Islander (2016)	8.3	2.9
% University or tertiary institution level education (2016)	4.3	16.2
% Certificate level III or IV (2016)	22.7	14.8
Males per 100 females	105.7	98.5
Average age	36.9	37.9
% 0-14 years	22.6	18.5
% 15-64 years	63.4	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

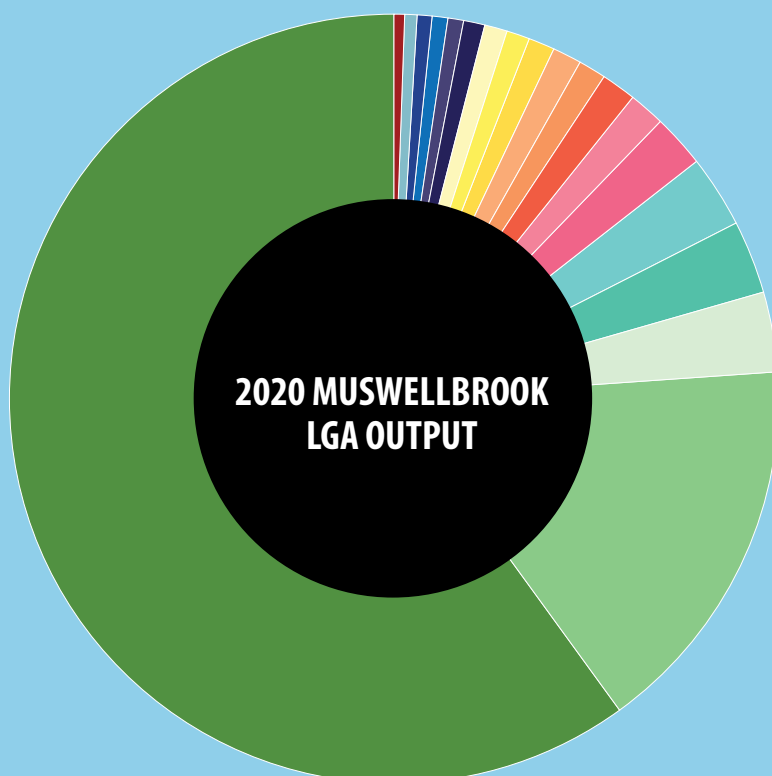
Top growth and decline industries of employment in Muswellbrook



<span style="color: green;">●</span> Rent	38.9%
<span style="color: yellow;">●</span> Paying off mortgage	26.3%
<span style="color: orange;">●</span> Owned Outright	31.3%
<span style="color: red;">●</span> Other	3.5%



## 5.3 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%

## 5.4 RELEVANCE OF THE OPERATIONAL PLAN TO THE DELIVERY PROGRAM AND COMMUNITY STRATEGIC PLAN

The Operational Plan is the annual plan that details the Councillor approved and budgeted actions to be undertaken by Council Staff, under the direction of the General Manager, in a particular financial year.

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, determine the priority outcomes and set the direction for the General Manager and Council Staff for their elected term in office.

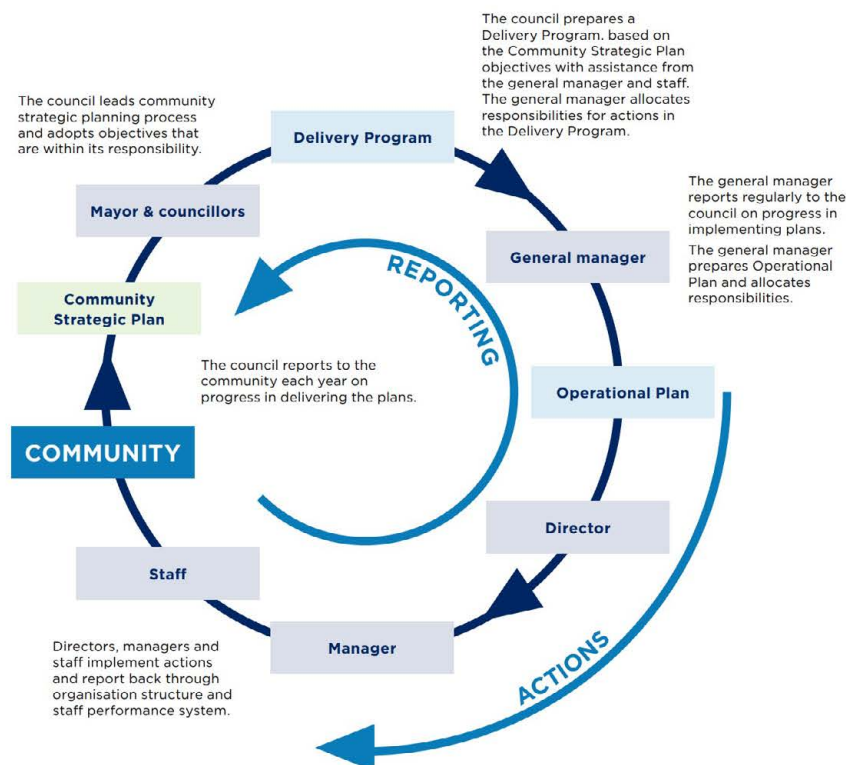
All actions detailed in the Muswellbrook Shire Council 2022-2026 Operational Plan link to an activity described in the *Muswellbrook Shire Council 2022-2026 Delivery Program*, which in turn link to a goal and strategy listed in the *Muswellbrook Shire 2022-2032 Community Strategic Plan*.

Where the Delivery Program outlines the activities that Council undertake over the elected term in pursuit of the community's agenda articulated in the Community Strategic Plan, the Operational Plan details the individual actions that Council will undertake within the financial year.

Councillors monitor the implementation of Council's actions and activities via quarterly reports and, each year, Council reports to the community about Council's progress 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-](http://www.muswellbrook.nsw.gov.au/council-integrated-)



# 6.Strategic Direction

## 6.1 HOW TO READ THE OPERATIONAL PLAN

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

**Theme** – The CSP goals, CSP strategies, DP activities and Operational Plan actions 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.**

**Community Strategic Plan 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.

**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.

**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 of the 51 DP Activities is linked to a CSP Strategy and Goal and via a cascading numbering system.

**Operational Plan Action** – These are the annual actions (project stages and tasks) that Council Staff will undertake in order to work towards the realisation of the Community's vision and long-term goals and progress the achievement of the Councillor's 4-year-term priorities. Each of the Operational Plan Actions is linked to a Delivery Program Activity and a Community Strategic Plan Strategy and Goal and via a colour-coded theme and a cascading numbering system.

**Responsibility** – Council is solely responsible for the implementation of the Operational Plan within the resources allocated via the Annual Budget, which is approved by the elected Councillors. Responsibility for the achievement of the Operational Plan Actions is allocated to Council's Senior Management Team.

### CULTURAL VITALITY Community Strategic Plan Goal 4: A culturally rich and diverse Community with strong identities, history and sense of belonging

CSP Strategy 4.1: Conserve the heritage and history of the Shire

Delivery Program Activity	2022-23 Operational Plan Action	Responsibility	Measure and Target
4.1.1 Support the conservation and restoration of the Shire's heritage items	4.1.1.1 Make Local Heritage Grants available for owners of heritage listed properties.	Director Environment and Planning	Director Environment and Planning Grants made available to local landcare groups to undertake landcare activities 30 June 2023
	4.1.1.2 Review and adopt a heritage strategy for 2022/23 and 2023/24	Director Environment and Planning	A draft Heritage Strategy is reported to Council for adoption 31 December 2022
	4.1.1.3 Complete the refurbishment of Loxton House	Director Property and Place	Refurbishment of Loxton house completed and reported to Council 31 December 2022
4.1.2 Ensure sites or artifacts of aboriginal significance are protected where new development proposals are considered	4.1.2.1 Ensure applications for subdivision generally or for development in rural areas adequately consider sites or artifacts of aboriginal significance.	Director Environment and Planning	An audit of 3 finalised applications occurs per quarter occurs to ensure Aboriginal Heritage is addressed in section 4.15 assessments and results are reported to Council. 30 June 2023

CSP Strategy 4.2: Facilitate options to improve participation in cultural activities in the Shire

4.2.1 Progress a Regional Entertainment and Conference Centre	4.2.1.1 Begin precinct enabling works	Director Property and Place	Demolition of redundant building and structures 30 June 2023
	4.2.1.2 Review design value management options for theatre and community hall	Director Property and Place	Review reported to Council 30 June 2023

CSP Strategy 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 locals and attract visitors	4.3.1.1 Council works in partnership with community groups to deliver a minimum of six events a year	General Manager	Six community events delivered June 2023
4.3.2 Deliver an arts program	4.3.2.1 Develop a 12-month Art Program	Manager Community Services	(i) Deliver 5 curated art exhibitions; (ii) Deliver 2 curated art exhibitions that attract state and national recognition Monthly progress reports to Council
4.3.3 Support Arts Upper Hunter as the peak organisation of Artist endeavour	4.3.3.1 Develop a Funding Agreement with Arts UH	Manager Community Services	Funding Agreement is developed By June 2023

#### 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

**Measure and Target** – The performance measures allow Council to benchmark, monitor and report on the progress towards the achievement of the long-term goals, the effectiveness of the applied strategies and activities, and the status of the annual budgeted actions undertaken. Progress is reported to the Community each year via the Annual Report.

## 6.2 COMMUNITY VISION

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

## 6.3 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**

## 6.3 COUNCIL'S SPIRIT VALUES

Council staff members work by Council's Code of Conduct and Organisational Values, which provide a framework for how staff should treat each other, our customers and other stakeholders at work.

We use the word SPIRIT to identify the six values that we consider to be meaningful and important. The six values are Safety, Pride, Integrity, Respect, Innovation and Teamwork.

### SAFETY

*We look after each other*

*We advocate and apply safe work practices*

*We are positive with one another*

*We ask for help when we need it*

### PRIDE

*We lead the way*

*We communicate our goals*

*We encourage the heart*

*We stay the course*

### INTEGRITY

*We are accountable and take responsibility*

*We do what we say*

*We are transparent in our decision making process*

*We are honest with each other*

### RESPECT

*We embrace diversity*

*We listen to the opinions of others*

*We listen and communicate with each other honestly*

*We show our appreciation*

### INNOVATION

*We value new ideas and ways of working*

*We work smarter*

*We learn from our mistakes*

*We seek improvement*

### TEAMWORK

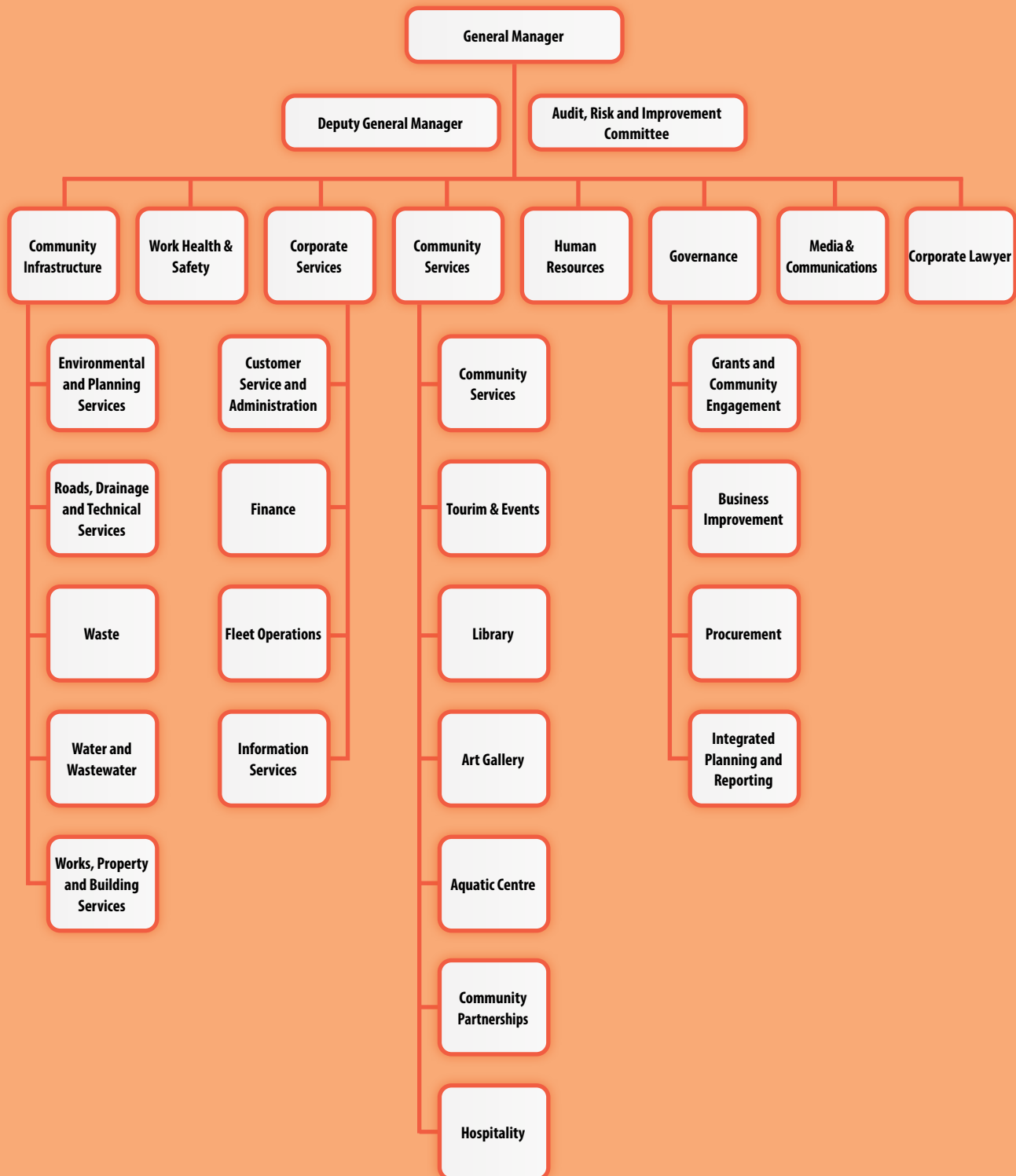
*We work together to achieve outcomes*

*We celebrate our achievements*

*We embrace diversity*

*We collaborate*

## 6.4 OUR ORGANISATION – DEPARTMENTAL STRUCTURE



# 6.5 ORGANISATION'S EMPLOYMENT STATUS

ORGANISATION'S EMPLOYMENT STATUS



58%



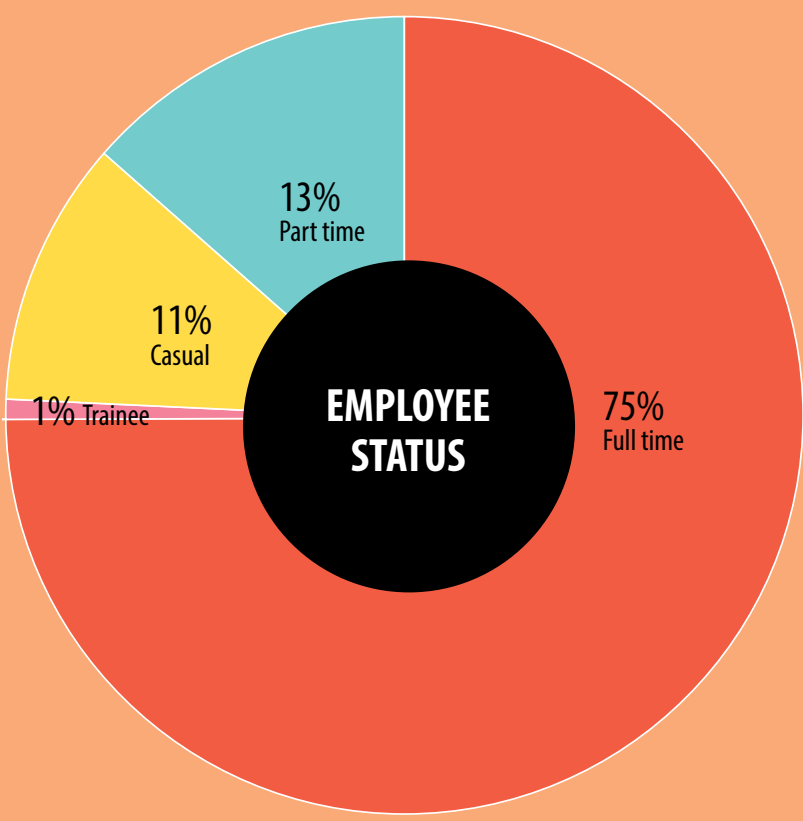
42%

EMPLOYEE MEDIAN AGE

44

FULL TIME EQUIVALENT

153



TOTAL NUMBER OF EMPLOYEES

189

## 7. Operational Plan Actions, Measures & Targets



**Muswellbrook Library**

# ECONOMIC PROSPERITY

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

## CSP Strategy 1.1: Support job growth within the Shire

Delivery Program Activity	2022-23 Operational Plan Action	Responsibility	Measure and Target
1.1.1 Facilitate the expansion of existing, and the establishment of new, industries and business	1.1.1.1 Masterplan for transition of the Muswellbrook Coal site to alternative employment uses presented to Council for endorsement.	Director Environment and Planning	Masterplan presented to Council for endorsement 30 June 2023
	1.1.1.2 Discussion paper on the approach to planning approvals for new land uses on the Muswellbrook Coal Mine and Liddell Power Station sites prepared.	Director Environment and Planning	Discussion paper presented to the Industrial Closures Committee for feedback 30 December 2023
	1.1.1.3 Upper Hunter Employment Land Strategy presented to Council for exhibition.	Director Community and Economy	Masterplan presented to Council for exhibition 30 June 2023

## CSP Strategy 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	1.2.1.1 Establish Advanced Manufacturing Hub	Director Community and Economy	Program plan and report published 30 June 2023
	1.2.1.2 Establish Community and Economy Directorate at Council	General Manager	Community and Economy Activity Report tabled at Ordinary Council meeting December 2022
1.2.2 Complete the Employment Landuse Strategy	1.2.2.1 Seek funding for the development of the Upper Hunter Employment Land Strategy.	General Manager	Draft strategy tabled at Ordinary Council Meeting June 2023
1.2.3 Review the Local Environmental Plan and Development Control Plan to improve investment certainty for industry	1.2.3.1 The transition of business and Industrial zones to new employment zones under the Standard Instrument ( <i>Local Environmental Plans</i> ) Order 2006 is finalised	Director Environment and Planning	LEP, DCP and planning certificates updated to reflect changes 30 June 2023
	1.2.3.2 Prepare a Local Approvals Policy for adoption by Council	Director Environment and Planning	Policy presented to Council for public exhibition 30 June 2023
1.2.4 Implement the Muswellbrook and Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan	1.2.4.1 Commence enabling works for Muswellbrook Town Centre	Director Property and Place	Demolition of redundant building and structures 30 June 2023
	1.2.4.2 Determine the realignment of the lower piped portion of Possum Gully	Director Property and Place	Council determines preferred option 30 June 2023
	1.2.4.3 Implement improved pedestrian links to the Muswellbrook Marketplace	Director Property and Place	Funded components constructed 31 December 2022
	1.2.4.4 Construct the Denman and District Heritage Village	Director Property and Place	Construction and occupation complete 30 June 2023
1.2.5 Develop a Rural and Environmental Land Strategy	1.2.5.1 Prepare a scope of works and background paper for a Rural and Environmental Land Strategy.	Director Environment and Planning	Scope of works and background paper for a Rural and Environmental Land Strategy presented to Council. 30 June 2023
1.2.6 Review the Local Strategic Plan in response to changes to the NSW Planning Act	1.2.6.1 Assist DPIE to complete the Upper Hunter Vineyards Structure Plan	Director Environment and Planning	Report to Council seeking feedback
			30 June 2023

## CSP Strategy 1.3: Facilitate greater access to higher education

1.3.1 Advocate to maintain the Hunter TAFE campus and advocate to activate the University of Newcastle Muswellbrook campus	1.3.1.1 Mayor to meet regularly with Member for Upper Hunter and Federal Member for Hunter to advocate for TAFE and UON campuses.	General Manager	TAFE and UON leases renewed at TEC
			30 June 2023

## CSP Strategy 1.4: Develop Muswellbrook as a regional centre

1.4.1 Complete current infrastructure projects and identify future opportunities for the Shire	1.4.1.1 Commence Olympic Park field improvements	Director Property and Place	Field improvement works have commenced 30 June 2023
	1.4.1.2 Seek development approval for grandstand and amenities design for Olympic Park	Director Property and Place	Development determination 31 December 2022
	1.4.1.3 Develop Pocket Park design for the Muswellbrook Town Centre	Director Property and Place	Design submitted to Council for approval 30 June 2023
1.4.2 Advocate for increased medical services in the Shire	1.4.2.1 Provide subsidised practice space to attract Obstetrics medical service providers to the Shire	General Manager	GP Obstetrician in Muswellbrook June 2023

### Local economic prosperity challenges and opportunities

- Uncertainty in the coal and energy industry, associated direct and indirect job losses, and 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 & INCLUSION

**Community Strategic Plan Goal 2:** *An inclusive and interconnected community, where everyone enjoys full participation*

**CSP Strategy 2.1:** *Improve the affordability, liveability and amenity of Shire communities*

Delivery Program Activity	2022-23 Operational Plan Action	Responsibility	Measure and Target
2.1.1 Implement the funded outcomes of the Recreation Needs Study	2.1.1.1 Report a list of prioritised capital sport and recreation projects	Director Property and Place	Report provided to Council 31 October 2022
	2.1.1.2 Deliver projects prioritised for financial year	Director Property and Place	Projects have been completed 30 June 2023
2.1.2 Promote and facilitate increased participation in active and passive recreation activities	2.1.2.1 Maintain an annual calendar of meetings with user groups	Director Property and Place	Meetings held 30 June 2023
	2.1.2.2 Continue matched funding Sport and Recreation Grants Programmes	Director Property and Place	Grants awarded 30 November 2022
	2.1.2.3 Develop staged detailed designs for Hunter, and Wollombi Park concept plans	Director Property and Place	Designs reported to Council 31 December 2022
	2.1.2.4 Complete Everyone Can Play improvements for Simpson Park	Director Property and Place	Funded components constructed 31 December 2022
	2.1.2.5 Council events are planned to be accessible by all people, as far as possible.	Director Environment and Planning	Procedures and checklists created for use by staff to plan events to be accessible by passive transport and at sites suitable for people with mobility or visual impairment. 30 June 2023
2.1.3 Consider and deliver social inclusion principles across Council functions	2.1.3.1 Review the Muswellbrook Shire Council Disability Inclusion Action Plan	General Manager	People of all abilities are consulted informing the Disability Inclusion Action Plan. The Muswellbrook Shire Council Disability Inclusion Action Plan is adopted by June 2022
2.1.4 Advocate for affordable housing	2.1.4.1 Council advocates for the needs of people residing in low to moderate income households.	General Manager	The impact of meeting essential basis living costs are raised with appropriate State and Federal Government Departments By June 2023

**CSP Strategy 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	2.2.1.1 Council meets with local social housing provider(s)	General Manager	Council meets 3 times to advocate for the needs of people residing in social housing By June 2023
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**CSP Strategy 2.3:** *Retain and expand quality and affordable childcare services*

2.3.1 Facilitate investment in child-care services across the Shire	2.3.1.1 1 Council Project Manages the construction of the Denman Childrens Centre	General Manager	Preschool options are increased in the Denman community Child care places are increased by 15-20 places across the Shire
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**CSP Strategy 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	2.4.1.1 Facilitation of aged care networks and activities to improve their wellbeing outcomes	General Manager	(i) Increase the provision of activities for older residents through council owned facilities ie libraires, aquatic centre, fitness centre, Art Gallery (ii) Aged care networks are promoted and supported throughout the Shire Monthly progress reports to Council
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**CSP Strategy 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	2.5.1.1 Funding is sought for the delivery of a local Aboriginal Language Program	Manager Community Services	(i) Funding applications are lodged; (ii) Delivery of a local Aboriginal Language Project 31 December 2022
2.5.2 Engage with the Wanaruah Local Aboriginal Land Council on development of the Common	2.5.2.1 Muswellbrook Common project design and concept plan brief is developed	Manager Community Services	Muswellbrook Shire Council advocates for funding of the Wanaruah Local Aboriginal Land Council – Aboriginal & Torres Strait Islander Cultural Centre By December 2022

**CSP Strategy 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	2.6.1.1 In consultation with Councillors, develop a youth engagement program for inclusion in the Community Engagement Strategy	Manager Governance	i) Program developed and adopted by Council; ii) Working with Children checks in place for applicable staff and Councillors in preparation for implementation of the program 31 December 2022
	2.6.1.2 Construct the new Muswellbrook Youth Venue	Director Property and Place	Extension to Muswellbrook Indoor Sports Centre complete 30 June 2023
	2.6.1.3 Develop a cross Council Child Safe Action Plan in response to Child Safe Standards	Manager Community Services	Action Plan developed 30 June 2023

## 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 youth services and facilities

# ENVIRONMENTAL SUSTAINABILITY

## Community Strategic Plan Goal 3: An environmentally sensitive and sustainable community

**CSP Strategy 3.1:** Advocate for best practice mined-land rehabilitation to include local workforce participation, progressive, quality final landforms, and fewer and shallower voids

Delivery Program Activity	2022-23 Operational Plan Action	Responsibility	Measure and Target
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	3.1.1.1 Update Council's policy position regarding voids and mine rehabilitation	Director Environment and Planning	Changes to relevant DCP and Policy documents presented to Council for exhibition
			30 December 2022

**CSP Strategy 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	3.2.1.1 Provide funds for local Landcare activities	Director Environment and Planning	Grants made available to local Landcare groups to undertake Landcare activities 30 January 2023
	3.2.1.2 Liaise with Local Land Services to advocate for projects in the Shire	Director Environment and Planning	A minimum of one Landcare project funded by LLS proceeds in the Shire. 30 June 2023

**CSP Strategy 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	3.3.1.1 Construction of the funded portions of Hunter Beach	Chief Engineer	Report to Council for Final Design and Finance report 31 December 2022
	3.3.1.2 Maintain rehabilitation works along Muscle Creek, Karoola Wetlands and Denman	Director Property and Place	Precinct Specification Manual is updated to rehabilitation works 31 December 2022
3.3.2 Develop a Catchment Management Plan for Muscle Creek and Possum Gully	3.3.2.1 Provide guidance and documented plan for the stabilisation, restoration and management of Possum Gully and Muscle Creek	Chief Engineer	Reporting of Plan to Council
			30 June 2023

**CSP Strategy 3.4:** Support initiatives which reduce the community's impact on the environment

3.4.1 Continue Community Engagement Program on water, waste and energy efficiency	3.4.1.1 Assist Council, households and businesses to manage waste effectively and use water and energy efficiently	Director Environment and Planning	Communication and education programs held across the year and financial incentives provided within available budget. Monthly reports to Council outline activities being undertaken.
3.4.2 Require all development proposals to avoid and mitigate against potential environmental impacts and facilitate improved environmental outcomes where possible	3.4.2.1 Provide guidance material on Council's website to help applicants for new development to prepare and submit improved Statements of Environmental Effect with their applications.	Director Environment and Planning	Make editable templates for Statements of Environmental Effect for dwellings, industrial and commercial development available on Council's website. 30 June 2023
3.4.3 Advocate and support Circular Economy principles and Waste Management Initiatives	3.4.3.1 Develop a Policy and a Procedure relating to Sustainable Procurement related to Council's Net Zero by 2050 Policy and the Circular Economy Procurement Project	Director Corporate Services and CFO	Provide new Policy and Procedure documents to Council and Hunter JO for exhibition 30 June 2023
	3.4.3.2 Facilitate the introduction of FOGO collection and processing for households and businesses in the Shire	Deputy General Manager	Report to Council for tendered final design. 30 June 2023

**CSP Strategy 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	3.5.1.1 Council's energy contractor supplies energy from renewable sources	General Manager	Energy contract delivers energy from renewable source 30 June 2023
3.5.2 Develop a recycled water plan for community parks	3.5.2.1 Develop strategic recycled water plan.	Deputy General Manager	Strategic recycled water plan to be reported to Council for adoption. 22 November 2022
	3.5.2.2 Develop recycled water implementation strategy.	Deputy General Manager	Implementation strategy to be reported to Council for adoption. 28 February 2023

Local environmental sustainability challenges and opportunities
<ul style="list-style-type: none"> <li>Impacts of mining on the environment today and in the future</li> <li>Loss of native vegetation and vegetation connectivity</li> <li>Poor riverside natural environments and limited public access to waterways</li> <li>Impacts of increasing human activity upon the local environment</li> <li>A changing climate</li> </ul>

# CULTURAL VITALITY

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

## CSP Strategy 4.1: Conserve the heritage and history of the Shire

Delivery Program Activity	2022-23 Operational Plan Action	Responsibility	Measure and Target
4.1.1 Support the conservation and restoration of the Shire's heritage items	4.1.1.1 Make Local Heritage Grants available for owners of heritage listed properties.	Director Environment and Planning	Director Environment and Planning Grants made available to local landcare groups to undertake landcare activities 30 June 2023
	4.1.1.2 Review and adopt a heritage strategy for 2022/23 and 2023/24	Director Environment and Planning	A draft Heritage Strategy is reported to Council for adoption 31 December 2022
	4.1.1.3 Complete the refurbishment of Loxton House	Director Property and Place	Refurbishment of Loxton house completed and reported to Council 31 December 2022
4.1.2 Ensure sites or artifacts of aboriginal significance are protected where new development proposals are considered	4.1.2.1 Ensure applications for subdivision generally or for development in rural areas adequately consider sites or artifacts of aboriginal significance.	Director Environment and Planning	An audit of 3 finalised applications occurs per quarter occurs to ensure Aboriginal Heritage is addressed in section 4.15 assessments and results are reported to Council. 30 June 2023

## CSP Strategy 4.2: Facilitate options to improve participation in cultural activities in the Shire

4.2.1 Progress a Regional Entertainment and Conference Centre	4.2.1.1 Begin precinct enabling works	Director Property and Place	Demolition of redundant building and structures 30 June 2023
	4.2.1.2 Review design value management options for theatre and community hall	Director Property and Place	Review reported to Council 30 June 2023

## CSP Strategy 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 locals and attract visitors	4.3.1.1 Council works in partnership with community groups to deliver a minimum of six events a year	General Manager	Six community events delivered June 2023
4.3.2 Deliver an arts program	4.3.2.1 Develop a 12-month Art Program	Manager Community Services	(i) Deliver 5 curated art exhibitions; (ii) Deliver 2 curated art exhibitions that attract state and national recognition Monthly progress reports to Council
4.3.3 Support Arts Upper Hunter as the peak organisation of Artist endeavour	4.3.3.1 Develop a Funding Agreement with Arts UH	Manager Community Services	Funding Agreement is developed By June 2023

Local cultural vitality challenges and opportunities
<ul style="list-style-type: none"> <li>• Preservation of the Shire's history and heritage</li> <li>• Limited cultural participation</li> <li>• Access to national and international arts and culture</li> </ul>

# COMMUNITY INFRASTRUCTURE

**Community Strategic Plan Goal 5: Effective and efficient infrastructure that is appropriate to the needs of our community**

**CSP Strategy 5.1: Construct and maintain well-planned community infrastructure that is safe, reliable, and provides agreed levels of service**

Delivery Program Activity	2022-23 Operational Plan Action	Responsibility	Measure and Target
5.1.1 Review, develop and maintain liveable town and village precincts	5.1.1.1 Develop an Active Transport Plan supplement to Muswellbrook Shire Council's adopted Walk and Cycle Plan (2009)	Chief Engineer	Active Transport Plan reported to Council 31 October 2022
5.1.2 Maintain and continually improve asset management	5.1.2.1 Review Strategic Asset Management Plan	Deputy General Manager	Strategic Asset Management Plan reported to Council March 2023
	5.1.2.2 Regularly review Asset Management Plans	Deputy General Manager	Schedule of Asset Management Plans review reported to Council. March 2023
	5.1.2.3 Review Roads Asset Management Plan	Deputy General Manager	Roads Asset Management Plan reported to Council. September 2022
5.1.3 Facilitate investment in high quality community infrastructure necessary to a Regional Centre	5.1.3.1 Funding received for an extension to the Muswellbrook Regional Art Gallery	General Manager	Detailed design for extension to MRAG completed June 30 2023
5.1.4 Maintain and continually improve community infrastructure across the Shire	5.1.4.1 Capital works programmes prioritised to demonstrate continual improvement in community infrastructure.	Deputy General Manager	Prioritised capital works programmes for roads, drainage, and water and wastewater assets to be reported to Council. August 2022
	5.1.4.2 Asset condition assessment inspections provided regularly.	Deputy General Manager	Schedule of asset condition inspections to be reported to Council. August 2022

**CSP Strategy 5.2: Improve all abilities access to Council facilities**

5.2.1 Facilitate and implement improved all abilities access and inclusion across the Shire	5.2.1.1 Develop a targeted program to improve accessibility in Council owned and public spaces	Director Property and Place	Report program to Council 30 September 2022
	5.2.1.2 Included prioritised actions in capital programmes	Director Property and Place	Report capital works program to Council 30 September 2022

**CSP Strategy 5.3: Provide safe, secure and reliable water supply and sewer services**

5.3.1 Water and wastewater services are provided in compliance with regulatory requirements	5.3.1.1 Carry out Best Practice audit of water and wastewater services.	Operations Manager Water and Wastewater	Report result of Best Practice audit to Council. 30 June 2023
	5.3.1.2 Ensure compliance with all Licence conditions.	Operations Manager Water and Wastewater	Report compliance statistics to Council. Quarterly report provided to Council.

**CSP Strategy 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	5.4.1.1 Implement priority funded portions of the Walk and Cycle Plan and Supplementary Active Transport Plan	Chief Engineer	Report program to Council 30 June 2023
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Local community infrastructure challenges and opportunities			
<ul style="list-style-type: none"> <li>• Infrastructure to support Muswellbrook as a service centre for the Upper Hunter</li> <li>• Limited all abilities access to Council's facilities</li> <li>• Ageing Water and Wastewater Infrastructure</li> <li>• Incomplete footpaths &amp; cycleway links</li> </ul>			

# COMMUNITY LEADERSHIP

**Community Strategic Plan Goal 6: Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community**

**CSP Strategy 6.1: Enable genuine and well-informed community participation in decision making**

Delivery Program Activity	2022-23 Operational Plan Action	Responsibility	Measure and Target
6.1.1 Engage with the community and other stakeholders to determine service level expectations and appropriate measures	6.1.1.1 Facilitate an annual Community Satisfaction Survey	Manager Governance	Survey conducted and results reported to Council 30 June 2023
	6.1.1.2 Develop and implement a community panel engagement process to establish agreed levels of service between Council and the community	Manager Governance	Panel recruited and 3 meetings held 31 December 2022
6.1.2 Utilise best practice models of community engagement to ensure decision making is meeting the expectations of the community	6.1.2.1 Develop and implement a Community Engagement Strategy	Manager Governance	CES adopted by Council
			31 December 2022
6.1.3 Enhance Council's communication with the community to build awareness and understanding of Council's activities and Community needs	6.1.3.1 Digital media strategy revised and implemented	General Manager	Data on site visits to council websites and social media pages indicates a 20% increase in participation 30th June 2023
	6.1.3.2 Report Council's progress in implementing the Delivery Program and Operational Plan to the community and other stakeholders	Manager Governance	i) 2021/22 Annual Report endorsed by Council, published on Council's website and provided to the Minister for Local Government; ii) Regular 2022/23 OP and 2022-2026 DP progress reports to Council and ARIC
			i) 30 November 2022; ii) Quarterly
	6.1.3.3 Update Council's Community Participation Plan	Director Environment and Planning	The Community Participation Plan is reviewed and reported to Council for exhibition 30 December 2022

**CSP Strategy 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	6.2.1.1 Provide transparent reporting to the community about Council's finances.	Director Corporate Services - CFO	Monthly reporting measures to Council 30 June 2023
	6.2.1.2 Seek funding opportunities to support the interests and aspirations of the Shire identified by the Community Strategic Plan and Delivery Program	Manager Governance	i) Grant applications for identified projects are submitted on time and in accordance with the grant approvals process; ii) Grant acquittals are submitted on time. Monthly progress reports to Council
6.2.2 Develop and implement a Service Review Program	6.2.2.1 Develop an outline and timeline for the implementation of Service Reviews across Council.	Director Corporate Services - CFO	Finalised plan, presented to Council, outlining timeline & resources. 31 December 2022
6.2.3 Implement an Internal Audit Program in consultation with the Audit Risk and Improvement Committee	6.2.3.1 Deliver on the Internal Audit Program	Director Corporate Services - CFO	Audit Reports provided to the ARIC & Council on a regular basis. Quarterly reports to ARIC and Council
	6.2.3.2 Implement control recommendations as identified by the auditor.	Director Corporate Services - CFO	Audit Reports provided to the ARIC & Council on a regular basis ARIC Action Open Item List
6.2.4 Regulatory activities undertaken to maintain public safety and companion animal wellbeing	6.2.4.1 The Local Orders Policy is reviewed	Director Environment and Planning	The Local Orders Policy is reviewed and report to Council for exhibition. 30 December 2022
	6.2.4.2 Swimming Pool Safety Fence inspections	Director Environment and Planning	50% of pools have a valid Compliance Certificate or Occupation Certificate by 30 June 2023 Monthly progress reports to Council
	6.2.4.3 Food shops are inspected on an annual basis	Director Environment and Planning	All licenced food preparation facilities are inspected at least once by 30 June 2023. Monthly progress reports to Council
6.2.5 Implement a comprehensive and targeted business improvement program	6.2.5.1 Monitor and review Council's Procurement and Tendering System, associated policies and procedures	Manager Governance	An annual sample compliance audit of tenders is conducted against Council's Procurement Policy and Procedure 30 June 2023
	6.2.5.2 Review the policy management framework	Manager Governance	Reports to ARIC and Council by 30 June 2023 30 June 2023
	6.2.5.3 Increase effectiveness of Council's ICT systems.	Director Corporate Services - CFO	Implementation of ERP and EDRMS changes (June 2023) System availability & up-time
	6.2.5.4 Develop, implement and monitor a calendar of compliance to support Council's statutory reporting obligations	Manager Governance	Local Government Legal Compliance Module is populated and training is provided to end users 31 December 2022
	6.2.5.5 Provide governance support services for the elected Council and executive	Manager Governance	A training and development program for Councillors is designed and implemented; Progress reported via the Annual Report by 30 November 2022;
	6.2.5.6 Facilitate Council's participation in the Local Government Professionals/ Price Waterhouse Coopers Performance Excellence Program	Manager Governance	All required data is collected and submitted in compliance with PEP deadlines Annual report to ARIC and Council

## COMMUNITY LEADERSHIP *continued*

**CSP Strategy 6.3:** *Ensure Council is a best practice employer providing a safe, happy, suitably resourced and productive workplace*

6.3.1 Continue to prioritise safety and risk management initiatives and upgrades to Council facilities	6.3.1.1 New Works Depot – tender for works called	General Manager	Works depot construction tender active 30th June 2023
	6.3.1.2 FOGO facility concept design to council	Deputy General Manager	Advanced plans for FOGO facility reported to Council 30th June 2023
6.3.2 Continue to prioritise employee welfare initiatives	6.3.2.1 Council's Wellbeing Program and anti-bullying training program delivered	General Manager	Staff satisfaction survey completed with 'satisfactory' results 30th June 2023

### Local cultural vitality 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



