



**Upper Hunter Shire Council**  
**IP&R COMMUNITY ENGAGEMENT INFORMATION**

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**Upper Hunter Shire Council**  
**COMMUNITY ENGAGEMENT STRATEGY**  
**COMMUNITY STRATEGIC PLAN (CSP 2027)**

## Community Engagement Strategy – CSP 2027

### Summary

There are two documents and a staff toolkit that will guide Community Engagement at Upper Hunter Shire Council.

The table below demonstrates how these documents relate to each other and will deliver on Council's commitment to engage the Community.

Community Engagement Strategy – CSP 2027 and Action Plan	The Community Engagement Strategy sets out Council's objectives in relation to Community Engagement during the preparation of the CSP 2027 and the guidelines of successful engagement.  The Community Engagement CSP 2027 Action Plan outlines Council's key commitments and actions to engage the Community in the review and development of the Community Strategic Plan 2027.
Community Engagement Policy Project planned for 2017	The Community Engagement Policy is the overarching document that sets the standards and principles of Community Engagement at Upper Hunter Shire Council
Community Engagement Staff Toolkit Project planned for 2017	The Community Engagement Staff Toolkit provides relevant tools and templates which will be utilised by staff undertaking community engagement activities to ensure a consistent and considered approach.

The purpose of establishing the framework of documents above is:

- To set the framework for all community engagement activities conducted by Upper Hunter Shire Council;
- To establish the principles and minimum standards of community engagement at Upper Hunter Shire Council; and
- To demonstrate Upper Hunter Shire's commitment to providing genuine and effective community engagement processes.



### Community Engagement Strategy – CSP 2027

#### A New Approach

Council is required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. In 2009 the Local Government Act was amended to create an Integrated Planning and Reporting (IP&R) requirement. A requirement under this framework is the production of a Community Strategic Plan every four years to be endorsed by Council before 30 June. Council is required to have a Community Engagement Strategy which outlines how they will engage the Community during the development of the CSP 2027.

Upper Hunter Shire Council recognises that proactive and effective engagement of the community is critical in the development of the Community Strategic Plan 2027.

Council has committed to a new engagement approach to specifically reach out to people in the Upper Hunter Shire who are less likely to participate in conventional methods of consultation or have been traditionally 'hard to reach'.

Community engagement is about involving the community in decisions which affect them. It is critical in the successful development and implementation of acceptable policies and decisions and for improving services by being responsive to the community. It involves seeking broad informed agreement and the best possible solution for Council and the community however it does not necessarily mean achieving consensus.

#### Approach Reviewed and Refined

Council is committed to carrying out successful community engagement and has tested the draft Community Engagement Strategy – CSP 2027 and then further refined before submitting to Council for endorsement, to ensure methods applied are reaching all target groups.

#### Why We Engage?

The purpose of Council's community engagement is to ensure that the Council:

- Has improved decision making;
- Improves relationships with the community;
- Increases participation amongst the community in the activities and decision making processes of Council;
- Enables the community to work together on issues that matter to them;
- Builds on the community's understanding of the Council's role and responsibilities as well as our financial and legislative requirements; and
- Provides engagement opportunities that are inclusive and accessible.

## Community Engagement Strategy – CSP 2027

### What is Community Engagement?

Our definition has been adapted from the International Association of Public participation (IAP2) model: “Engagement is involving the community in a decision making process”.

The IAP2 defines community engagement as ‘Any process that involves the community in problem solving or decision making and uses community input to make better decisions’.

Community engagement is a two-way process that seeks to inform, identify issues and seek resolutions by engaging with the community using a range of techniques.

Engagement does not replace the final decision making power of Councillors or the General Manager but is considered invaluable in the Council’s capacity to make well-informed, acceptable and sustainable decisions.

Council’s approach to community engagement is based on the spectrum of engagement activities as advocated by the International Association for Public Participation (IAP2). The five levels of engagement are shown in the table below.

**IAP2’S PUBLIC PARTICIPATION SPECTRUM**

The IAP2 Federation has developed the Spectrum to help groups define the public’s role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.



INCREASING IMPACT ON THE DECISION 

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

### Community Engagement Strategy – CSP 2027

#### Who We Engage?

IAP2 considers the community to be any individual or group of individuals, organisation or political entity with an interest in the outcome of a decision – they are often referred to as stakeholders. They may be, or perceive that they may be, affected directly or indirectly by the outcome of the decision. Internal Stakeholders (individuals who work for or with the decision-making organisation) are also part of the community and the community participation process should reflect their needs as well.

Council is committed to encouraging participation of all members of the local community. Many residents and organisations have had varying experience and have different capabilities to participate in consultation processes.

Community groups, local organisations and advisory groups often represent many local residents, landowners, business owners and workers. Building partnerships allow for greater inclusion and can reach people that may not have otherwise participated.

These groups include, but not limited to:

- Government agencies;
- Environmental Groups;
- Social groups and service clubs;
- Businesses, Chambers of Commerce and other business/commercial network groups.
- Volunteer and Not for Profit organisations; and
- Community and sporting groups.

Using legitimate local groups and community organisations to reach individuals, particularly people less likely to engage is an effective approach.

Council acknowledges that there is a need to specifically reach out to people who are less likely to participate in conventional methods of consultation or have been traditionally ‘hard to reach’.

The following ‘hard to reach’ target groups have been identified:

- Young people;
- Working Families;
- Individuals aged 25-49; and
- Villages and Rural Communities.



## Community Engagement Strategy – CSP 2027

### The Role of Councillors and Council Staff in Community Engagement

Community engagement is about ensuring that the community have an opportunity to participate in the decisions made by Council.

A Councillor's role in community engagement is to participate as an elected member, listen to the views of the community and consider these views when making decisions at Council. Community engagement provides valuable opportunities for Councillors to hear and understand the voice of the community and ensure that this voice is properly represented when Council meet and make resolutions which impact the future of our community.

A Council staff member's role in community engagement is to organise and facilitate the discussion, record, provide feedback, evaluate the engagement and consider the community's views when making recommendations to Council.

### Levels of Engagement

The levels of engagement are determined by the IAP2 Public Participation Spectrum – Inform, Consult, Involve, Collaborate and Empower. An important part of this process is to understand the scope of the community's input and the role those consulted will have in relation to the decision making process. Council will conduct community engagement processes at the 'inform, consult, involve and collaborate' stages as defined below.

	Inform	Consult	Involve	Collaborate
Goal	One way communication to provide information	Two way communication to obtain feedback on ideas, alternatives and proposals.	Participatory process designed to help identify issues and views.	Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions.
Council's Approach	We will share information.	We will explore options, gain feedback and an understanding of your concerns and preferences.	We will involve you in the process so your ideas, concerns and aspirations are reflected in the alternatives developed or the final decision.	We will collaborate with you so your advice, innovation and recommendations are included in the final decision.
Role of Stakeholder/Community	Listen	Contribute	Participate	Partner

### Community Engagement Strategy – CSP 2027

#### Community Engagement CSP 2027 Action Plan

The Community Engagement Plan is attached and outlines actions and timeframes for engaging the community in the development of the Community Strategic Plan 2027.

#### Report back to the Community

During the preparation of the Community Strategic Plan 2027 and on completion, staff will report back on the progress of the community engagement through a variety of methods including:

- Councillor briefings;
- Facebook updates and information posted on Council's social media;
- Website Updates;
- Media Releases;
- Summary papers of the key themes identified at each pop-up engagement;
- Exhibition Brochure; and
- Reports to Council, including seeking endorsement of CSP 2027.

#### Evaluation

To ensure the Community Engagement Strategy – CSP 2027 is effective in achieving its objectives, a number of indicators will be used to measure success. Council will assess the following:

- Compare Key Theme Summary Papers with CSP 2027 strategies;
- Number of people who participated in each engagement pop-up and activity;
- Number of enquiries and submissions received;
- Social media engagement;
- Traditional media coverage; and
- Number of email enquiries.

## Community Engagement Strategy – CSP 2027

### Definitions

There are two documents and a staff toolkit that will guide Community Engagement at Upper Hunter Shire Council.

The table below demonstrates how these documents relate to each other and will deliver on Council's commitment to engage the Community.

Key Term/Acronym	Definition
Community	Includes all the people, who live, work, study, own property, conduct private or government business, visit or use the services, facilities and public spaces and places of the Upper Hunter Shire. The Community can be referred to as stakeholders or comprise of stakeholders.
Engagement	A broader term which includes all levels of participation for including the community in decision making. Consultation is one level of engagement.
Consultation	Is a process of community engagement that seeks to inform the community or draw out the views and preferences of the community. These views are used to inform decision makers and should provide a guide to decision making.
Communication	Generally refers to the exchange of information from Council to the community and can also include the exchange of information or views from the community to Council.
IAP2	International Association of Public Participation ( <a href="http://www.iap2.org.au">www.iap2.org.au</a> )
Submission	A submission is a formal response to a public document made during the public exhibition period.
Comment	A comment is a response received during early engagement or consultation that is not part of formal Public Exhibition endorsed by Council.
Committee Framework	The Committee Framework includes Strategic Reference Groups and other Committees run by Council.



Community Engagement Strategy – CSP 2027

Attachment 1: Community Engagement CSP 2027 Action Plan

Technique	Action	Timeframe	Target Group
Inform	<b>Council Website</b> CSP 2027 Information CSP 2027 Engagement Strategy	Set up completed by 29 October 2016 Ongoing	
	<b>Infographics</b> Development of Infographics for Shire and Major towns to assist in new engagement approach	September 2016 – October 2016 Complete	😊
	<b>Social Media</b>	Set up completed by 29 October 2016 Ongoing	
	<b>Media</b> Press release Advertisements Council Newsletters Radio	October 2016 - June 2017 Ongoing	
	<b>Stage 1 – Communication with CSP 2027 Stakeholders</b> Email Phone	October 2016 - Ongoing	😊
	<b>Stage 2 – Communication with CSP 2027 Stakeholders</b> Letter Email Phone	February 2017	
	<b>Displays/Exhibits</b> Customer service, Pop-ups (Travelling Display)	November 2016 - June 2017 Ongoing	😊
	<b>End of Term Report 2015-2016</b> Community summary of Council's progress in implementing the previous Community Strategic Plan	November 2016 Complete	
	<b>Annual Report 2015-2016</b> Community summary of the performance of Council	November 2016 Complete	

Community Engagement Strategy – CSP 2027

Technique	Action	Timeframe	Target Group
Consult	<p><b>Council Website</b> Have Your Say – provide comments On-line survey</p>	November 2016 – June 2017 Ongoing	
	<p><b>Feedback/ Submission Forms</b> Used at Displays and Site Events/pop-up stall</p>	November 2016 – March 2017 Ongoing	
	<p><b>Councillor Workshops</b> Briefing Workshop 1 Workshop 2 Workshop 3 Workshop 4</p>	October 2016 - November 2016 Complete February 2017 – June 2017 Ongoing	
	<p><b>Committees</b> Council Standing Committees S355 Council Committees External Committees</p>	November 2016 – June 2017 Ongoing	
	<p><b>Community Incentive Site Events/Pop-up stall – Stage 1</b> 3 Events aimed at Target Groups:  <ul style="list-style-type: none"> <li>• Families</li> <li>• Individuals aged 25-49</li> <li>• Rural Communities</li> </ul>                     Revised to 7 Events based on need and requests from community:  <ul style="list-style-type: none"> <li>• Murrurundi Touch Football, Thursday 24 November;</li> <li>• Upper Hunter Shire Youth Council, Wednesday 30 November</li> <li>• Scone Touch Football, Thursday 1 December;</li> <li>• Cassilis Community Christmas Party, Saturday 3 December</li> <li>• Christmas in Park Scone Neighbourhood Resource Centre, Saturday 10 December</li> <li>• Merriwa Pub, The Royal Hotel, Friday 16 December</li> <li>• Story @ the Park, Wilson Memorial Oval Playground, Wednesday 18 January</li> </ul> </p>	November 2016 – December 2016 Complete	😊
	<p><b>Summary papers of the key themes identified at each Stage 1 pop-up engagement</b></p>	February 2017	😊

## Community Engagement Strategy – CSP 2027

Technique	Action	Timeframe	Target Group
<b>Involve</b>	<b>Community Incentive Site Events/Pop-up stall – Stage 2</b> 3 Events aimed at Target Groups: <ul style="list-style-type: none"> <li>• Families</li> <li>• Individuals aged 25-49</li> <li>• Rural Communities</li> </ul> Revised to 7 Events based on popularity of this method with the Community.	February 2017- March 2017	😊
	<b>Summary papers of the key themes identified at each Stage 2 pop-up engagement</b>	March 2017 – April 2017	😊
	<b>Surveys</b> On-line Paper - Used at Displays and Site Events/pop-up stall	November 2016 – March 2017 Ongoing	😊
	<b>Meetings – Key Stakeholders</b> Corporate Planner to have meetings with key stakeholders as requested.	November 2016 – April 2017 Ongoing	😊
	<b>Meetings – Target Groups</b> Corporate Planner to have meetings with target groups as requested.	November 2016 – April 2017 Ongoing	😊
	<b>Draft CSP 2027 and Exhibition</b>	April-June 2017	
<b>Collaborate</b>	<b>Meeting/Advisory Group</b> This will occur where Council shares the decision making on an issue with various stakeholders including levels of government and it impacts the CSP 2027.	Ongoing	



### COMMUNITY ENGAGEMENT STRATEGY – CSP 2027

## Action Plan Notes

### CSP 2027 Stakeholders

A CSP 2027 Stakeholders list will reflect Council's commitment to encouraging participation of all members of the local community.

Making contact with community groups, local organisations and advisory groups early in the process will allow for greater inclusion and can reach people that may not have otherwise participated.

These groups include, but not limited to:

- Government agencies;
- Environmental Groups;
- Schools and education;
- Social groups and service clubs;
- Businesses, Chambers of Commerce and other business/commercial network groups.
- Volunteer and Not for Profit organisations; and
- Community and sporting groups.

Using legitimate local groups and community organisations to reach individuals, particularly people less likely to engage is an effective approach.

### Target Groups

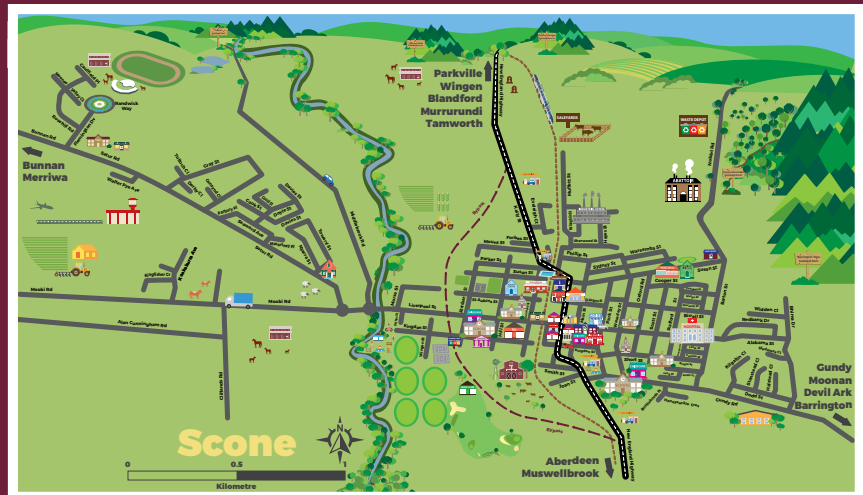
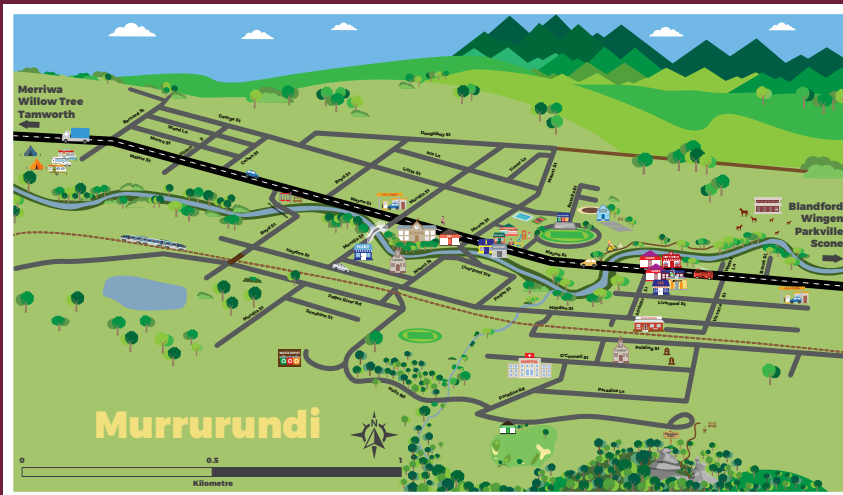
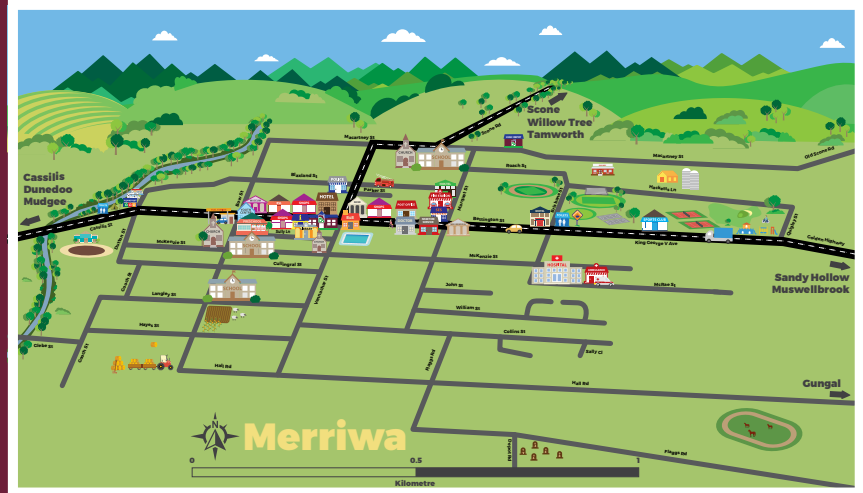
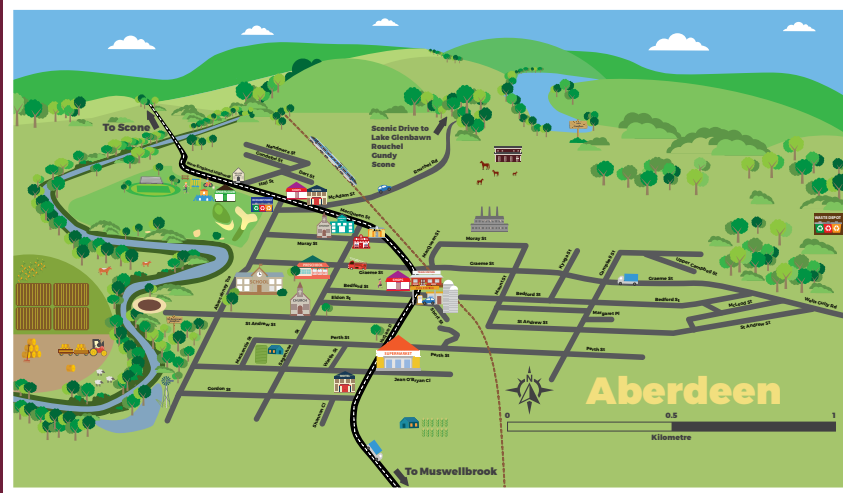
Council acknowledges that there is a need to specifically reach out to people who are less likely to participate in conventional methods of consultation or have been traditionally 'hard to reach'.

The following 'hard to reach' target groups have been identified:

- Young people;
- Working Families;
- Individuals aged 25-49; and
- Villages and Rural Communities.

A smiley face in the action table, identifies an action which directly targets the 'hard to reach' groups.

COMMUNITY ENGAGEMENT STRATEGY - CSP 2027



## Draft CSP 2027 - Have Your Say - Public Exhibition




**ON PUBLIC EXHIBITION - Have Your Say**  
**Draft Community Strategic Plan (CSP) 2027**

The 10 year Community Strategic Plan (CSP) 2027 is now on Public Exhibition. The CSP 2027 is the overarching plan that provides a road map of what is important to the Community and where it wants to be in 10 years. The CSP 2027 identifies the Communities Priorities and Strategies which will guide Council's Delivery Program 2017/2018-2020/2021, Operational Plan 2017/2018 and budget over the next four years.



**Community Priorities**

After months of Community Engagement and popping up all over the Shire the new CSP 2027 has been created. We listened to the Community and developed 11 Upper Hunter Shire Community Priorities that represent what the Community believes to be the most important priorities for the future. This also includes a Fit for the Future priority to highlight the importance for Council to continue to be Fit for the Future.

Council and the Community will be able to clearly see how we are working to achieve each of the Communities Priorities, as they link directly to Council's Key Focus Areas, Goals and Community Strategies in the CSP 2027.





**Strategic Directions**

The aim of the CSP 2027 is to provide a broad strategic direction and to define what the long term Community vision will look like. The CSP 2027 is structured around Key Focus Areas, Goals and Community Strategies and these link to the Delivery Program and Operational Plan. Increasing levels of detail are provided in the Delivery Program and Operational Plan in the form of actions, specific timeframes and responsibilities.

The Key Focus Areas, Goals (G) and Community Strategies (CS) are as follows:

**KEY FOCUS AREA - COMMUNITY LIFE**

**Goal 1 - A supported Community.**

- G1 CS1 Advocate for, develop and implement programs, services and facilities for our ageing Community.
- G1 CS2 Form partnerships and participate in networks which address the needs and interests of disadvantaged and disability groups in the Community.
- G1 CS3 Advocate for, support and provide services and facilities for young people, children, families and people with a disability.
- G1 CS4 Facilitate partnerships which create and support a safe, inclusive and caring Community.

**KEY FOCUS AREA - COMMUNITY LIFE**

**Goal 2 - Promote wellbeing and a connected, healthy and happy Community.**

- G2 CS5 Advocate for, support and facilitate the provision of facilities for health and health related services.
- G2 CS6 Support existing education facilities and enhance learning opportunities.
- G2 CS7 Provide and support a broad range of sport, recreation, health and wellness programs to target age specific needs of residents including younger children, older children, adolescents, families, seniors and people with a disability.
- G2 CS8 Provide information and opportunities for everyone, especially those that are disadvantaged to participate fully in our Community life.
- G2 CS9 Value our heritage and cultural diversity, celebrating together and fostering creativity.

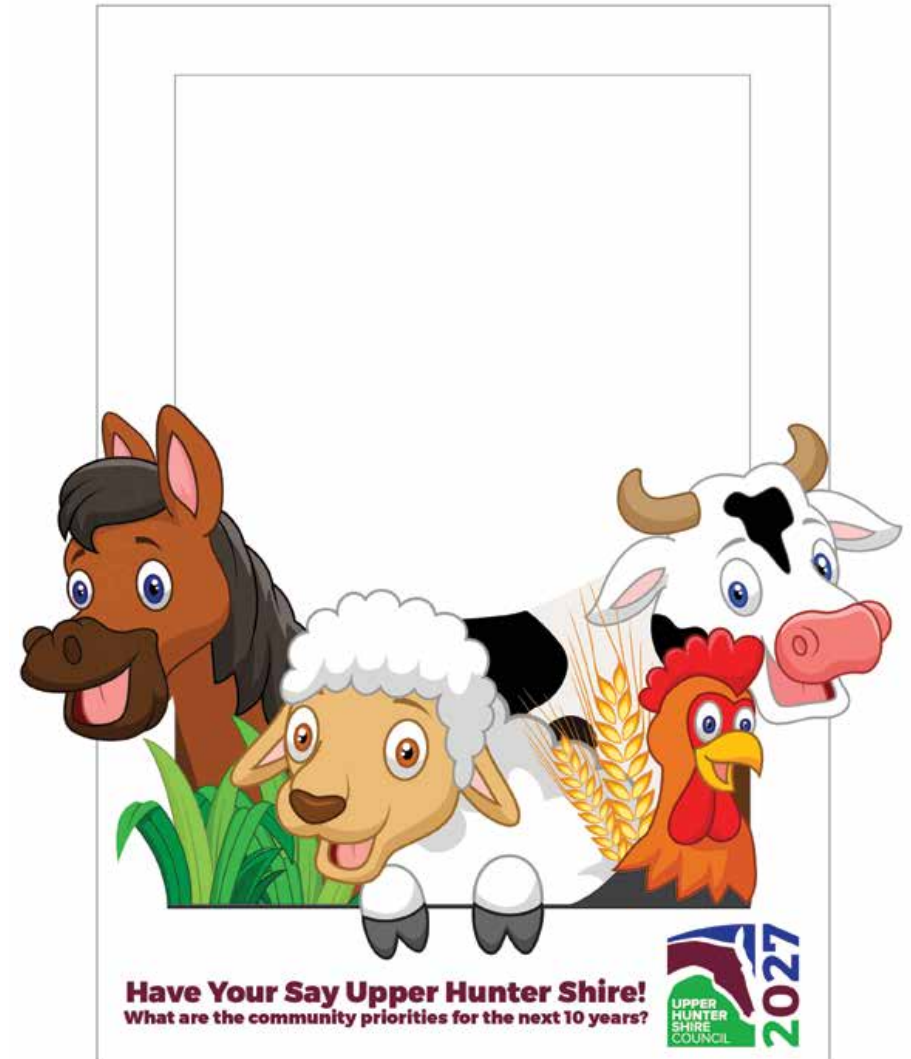
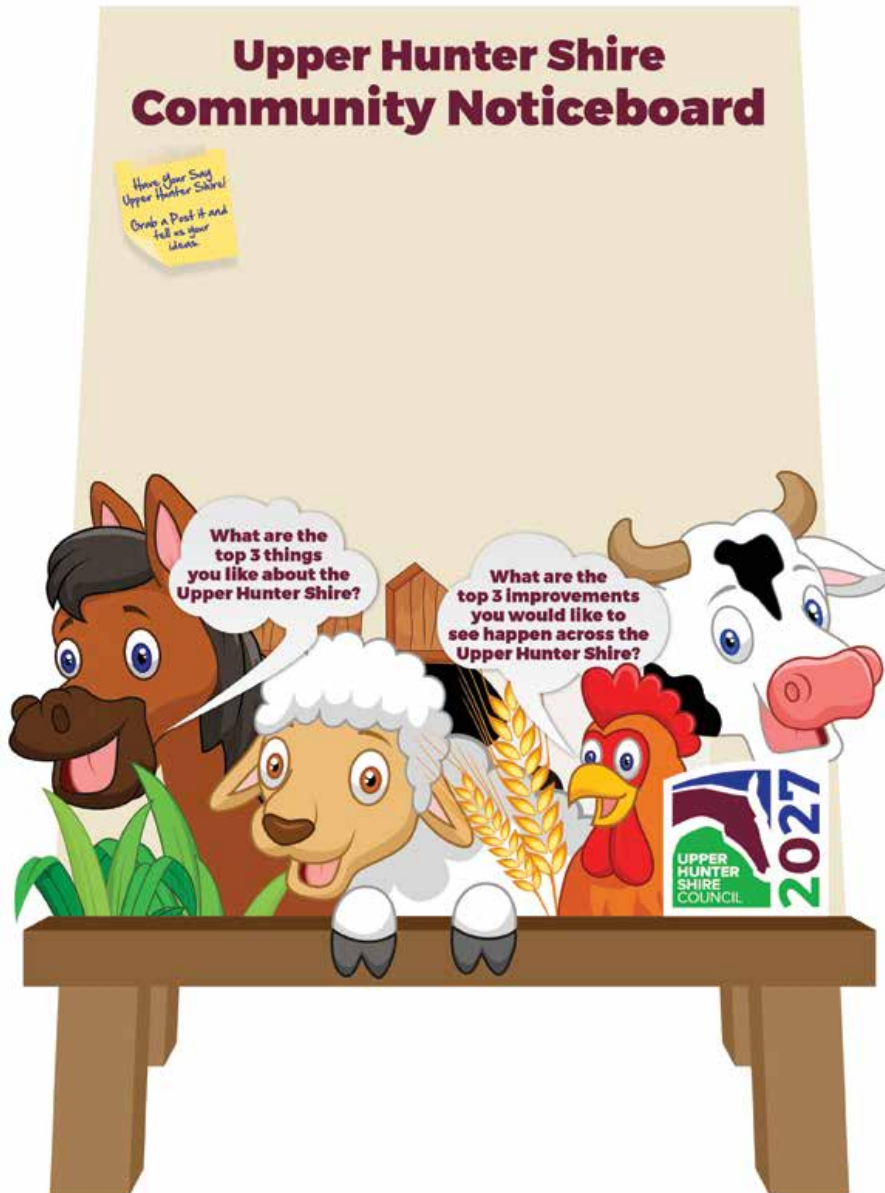
**KEY FOCUS AREA - BUILT & NATURAL ENVIRONMENT**

**Goal 3 - Protect the natural environment.**

- G3 CS10 Advocate for, facilitate and support programs that protect and sustain our diverse environment for our future generations.
- G3 CS11 Encourage and support active Community participation within our Community to care for our environment and provide for a sustainable future.
- G3 CS12 Ensure that all actions, decisions and policy response to natural hazards and climate change remains current and reflects capacity, Community expectations and changes in environmental and climate change information.



Notice Board and Polaroid



CSP 2027 Have Your Say – Help Shape the Future

## Help Shape the Future of the Upper Hunter Shire Have Your Say!



### What is the Community Strategic Plan (CSP) 2027

The Upper Hunter Shire Community Strategic Plan 2027 is the 10-year vision for the future and sets the framework for all Council's activities and programs during the next four years. It will link directly to Council's four-year Delivery Program, one-year Operational Plan and Budget.

The Plan establishes a vision and sets out the main priorities and aspirations of our community for the future of the Upper Hunter Shire, as well as identifying strategies to help create this future.

### Why are we reviewing the CSP 2027

NSW Integrated Planning and Reporting Legislation requires that local government organisations have a Community Strategic Plan and review it every 4 years to ensure its relevance with the current and future community aspirations.

It also ensures that:

- Council builds a robust and sustainable Council and Community; and
- Services are aligned with the Community desires, needs and expectations.

### Get Involved - We want to know what you think!

Work has already started on the CSP 2027.

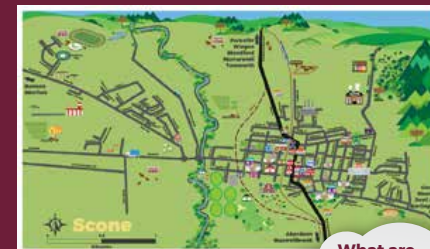
### Tell us what you want for the Upper Hunter Shire and what you think the future priorities should be.

You can register now on Council's website [upperhunter.nsw.gov.au](http://upperhunter.nsw.gov.au) to participate in upcoming activities and to have your say online.

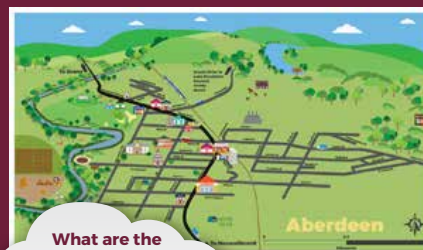
Alternatively contact Council on 6540 1100 or email [mcurtis@upperhunter.nsw.gov.au](mailto:mcurtis@upperhunter.nsw.gov.au).



## Have Your Say Upper Hunter Shire!



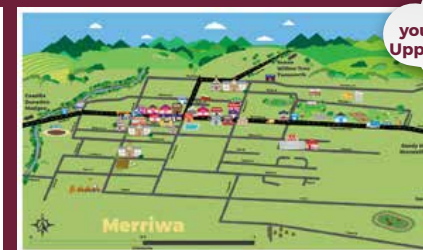
What are the Community priorities for the next 10 years?



What are the improvements you would like to see across the Upper Hunter Shire?



What do you like about the Upper Hunter Shire?



## CSP Survey – Get Involved

**Get Involved - We want to know what you think!**



**Tell us what you want for the Upper Hunter Shire and what you think the future priorities should be.**

**Complete this survey and return to Council at a Pop-up event or at a Council Office.**

You can register now on Council's website [upperhunter.nsw.gov.au](http://upperhunter.nsw.gov.au) to participate in upcoming activities and to have your say online.

Alternatively contact Council on 6540 1100 or email [mcurtis@upperhunter.nsw.gov.au](mailto:mcurtis@upperhunter.nsw.gov.au).

**1. What are the top three things you like about the Upper Hunter Shire?**

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**2. What are the top three improvements you would like to see happen across the Upper Hunter Shire? In other words, what could be done better?**

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**3. In the Future - What does your ideal Upper Hunter Shire look like?**

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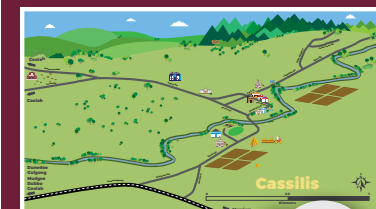
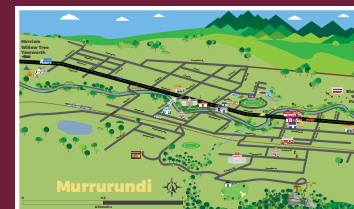
## Have Your Say Upper Hunter Shire!



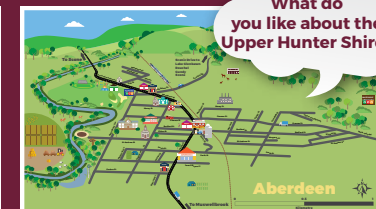
What are the improvements you would like to see across the Upper Hunter Shire?



What are the Community priorities for the next 10 years?



What do you like about the Upper Hunter Shire?





## CSP Resident Mail Out



**ON PUBLIC EXHIBITION:**

**Community Strategic Plan 2027**

**Delivery Program 2017/2018-2020/2021 and Operational Plan 2017/2018**

**Delivery Program 2017/2018-2020/2021 and Operational Plan 2017/2018**

The Delivery Program is where the directions and strategies in the Community Strategic Plan (CSP) 2027 are translated into actions to be undertaken during the 4 years. The Operational Plan allocates responsibility and provides a detailed budget for the financial year.

Council has focused efforts on maintaining a low operating cost and this is illustrated with only a total increase of 0.29% from the revised 2016/2017 budget to the proposed 2017/2018 budget.

**Project Highlights**

There is a substantially larger budget being proposed over the next 4 years for Capital Works, which reflects the Community priorities and Council's efforts in securing the necessary funding. For instance there is \$20.4 million additional capital planned over and above the 2016/2017 financial year.

Council has hundreds of projects to which it is committed and/or preparing for, including:

- Town Revitalisation Plans and implementation in Aberdeen, Merriwa, Murrurundi and Scone.
- Middlebrook Bridge and Approaches;
- Widening Owen's Gap - Between Merriwa and Scone;
- Willow Tree Road 358;
- Murrurundi Water Pipeline;
- Upgrade Scone Treatment Plant;
- Regional Saleyards Upgrade;
- Scone Regional Airport Upgrade;
- White Park Development;
- Murrurundi Water Treatment Plant;
- Cassilis Sewer Scheme; and
- Various Other Road Upgrades.



**Important Information for the Community**

Council is proposing to increase its general rates by 1.5% for 2017/18 in line with the approved rate pegging increase given by the Independent Pricing and Regulatory Tribunal (IPART).

Council is moving toward the NSW Office of Water's Best Practice Policy for Water Access and Usage Charges. The manner in which residents are charged will continue to change in a staged process consistent with the policy. What this means is that water access charges on rate notices will continue to reduce however water usage charges could rise depending on residents' usage.

Sewer charges are proposed to increase by 5% for 2017/2018. Council Sewerage Systems will need extensive capital works over the next twenty years which has been highlighted in Council's Sewerage Asset Management Plans.

An amendment to the 2017/2018 Fees and Charges is the inclusion of a Pool Season Pass which allows entry into ALL Upper Hunter Shire Pools.

**Public Exhibition Period**  
**Thursday 27 April to Friday 26 May 2017**

**Upcoming Public Meetings**

**Monday 8 May 2017, 6pm**  
 Community Hall, Aberdeen

**Tuesday 9 May 2017, 6pm**  
 School of Arts, Merriwa

**Monday 15 May 2017, 6pm**  
 Council Chamber, Scone

**Tuesday 16 May, 6pm**  
 CWA Rooms, Murrurundi



**Community Priorities we are working towards**

- Rural lifestyle and Country feel are valued and protected and the Upper Hunter Shire remains quiet, safe, healthy and welcoming.
- Well maintained, safe, reliable and additional infrastructure, including sporting fields, parks, family and cultural facilities.
- Upper Hunter Shire Council is an effective and efficient organisation, focusing on community engagement, action and response.
- A stronger economic base to attract and retain residents, particularly our young people.
- Upper Hunter Shire Council demonstrates it is fit for the future and can meet all State Government indicators for financial stability.
- Upper Hunter Shire has improved and well maintained roads and bridges.
- Increase focus on local business, shop occupation and revitalisation of the Town Centres.
- Reliable and safe water supply.
- Protect the natural environment.
- Increased and innovative tourism and visitor opportunities.

**Community Strategic Plan 2027**

The 10 year Community Strategic Plan (CSP) 2027 is now on Public Exhibition. The CSP 2027 is the overarching plan that provides a road map of what is important to the Community and where it wants to be in 10 years. After months of Community Engagement and popping up all over the Shire the new CSP 2027 has been created.

**Upper Hunter Shire Community Priorities**

The Community Strategic Plan (CSP) 2027 identifies the Communities Priorities and Strategies which will guide Council's Delivery Program 2017/2018-2020/2021, Operational Plan 2017/2018 and budget over the next four years.

I look forward to receiving your submissions for the CSP 2027, Delivery Program 2017/2018-2020/2021 and Operational Plan 2017/2018. These documents are an important mechanism in ensuring Council's decisions and activities are transparent to the Community. I hope you take the time to read these documents and ensure we are on the right track for the next 4 years.



*Cr Wayne Badgood*  
 MAYOR

**Have your Say**

Submissions to the Draft CSP 2027, Delivery Program 2017/2018-2020/2021 and Operational Plan 2017/2018 can be provided at a public meeting, in person at Council offices, by phone on 6540 1100, online at [www.upperhunter.nsw.gov.au](http://www.upperhunter.nsw.gov.au), by email [council@upperhunter.nsw.gov.au](mailto:council@upperhunter.nsw.gov.au), by post or fax by Friday 26 May 2017.

Upper Hunter Shire Council  
 PO Box 208  
 SCONE NSW 2337



**THE RESIDENT**

## On Public Exhibition – Have Your Say – Significant Projects and Commitments




**ON PUBLIC EXHIBITION - Have Your Say**

**Draft Delivery Program 2017/2018-2020/2021 and Operational Plan 2017/2018**

**Significant Projects and Commitments**

Council has hundreds of projects to which it is committed and/or preparing for. There is a substantially larger budget being proposed over the next 4 years for Capital Works, which reflects the Community Priorities and Council's effort in securing the necessary funding. The revised 2016/2017 Capital budget is \$15.4 million and the proposed 2017/2018 Capital budget is \$37 million, this is a significant increase for planned Capital Works.

Council has established a major projects unit to drive the delivery of these significant projects. If we've included them here we wish to highlight them as key projects, however this is not an exhaustive list but a snapshot. Some of these projects will be delivered over a number of years and the following information shows the amount to be spent in 2017/18 compared to the total project costs.

**Middlebrook Bridge and Approaches**

Replacement of current 12 ton load limit Timber Bridge with a new concrete structure and the realignment of Middlebrook Road.

**Full Project Cost \$2.3 million**  
**2017/2018 Budget \$2 million**

**Widening Owen's Gap**

Widening the main Road between Merriwa and Scone on the western side of Owen's Gap. Improving the Road for motorists travelling east towards Scone.

**Full Project Cost \$1.15 million**  
**2017/2018 Budget \$0.3 million**

**Willow Tree Road**

Complete 7 kilometres of initial seal of Upper Hunter Shire side of the Liverpool Range and widening of Road leading up the Range too allow heavy vehicles to travel the Road.

**Full Project Cost \$11 million**  
**2017/2018 Budget \$2 million**

**A major upgrade at Scone and Regional Saleyards**

Enhancement of current facilities, which includes the construction of a roof over the majority of the saleyards, new holding pens, new soft floor surface and upgrade to new effluent management system. This will result in a more competitive selling centre, improve animal welfare, improve returns to cattle producers and improve Work, Health and Safety

**Full Project Cost \$7.2 million**  
**2017/2018 Budget \$3.4 million**

**White Park Development**

Enhancement of facilities at White Park to provide a facility that allows for greater use throughout the year. This includes enlarging the current arena, installing a new surface, new mobile seating and constructing a cover over it. The second stage will include new amenities, bar, offices, canteen and seating.

**Full Project Cost \$1.85 million**  
**2017/2018 Budget \$1.5 million**



**Pipeline to Murrurundi**

State funded project to provide better security of water supply for the township of Murrurundi. This project will also secure water supply to other townships along the pipeline.

**Full Project Cost \$14.2 million**  
**2017/2018 Budget \$3.3 million**

**Scone Treatment Plant**

Upgrade of Scone Treatment Plant to enable more capacity at the plant and the treatment of effluent to a higher standard compared to current capabilities.

**Full Project Cost \$4.45 million**  
**2017/2018 Budget \$1.0 million**

**Town Revitalisation plans in Aberdeen, Merriwa, Murrurundi and Scone**

Implement Town Revitalisation Plans which lead to a much greater retail experience and improved business opportunities. Carry out priorities including improvement of the overall aesthetics of the Town Centres, including creating green spaces, shade, ease of parking, increased access and quality signage.

**Full Project Cost \$6.3 million**  
**2017/2018 Budget \$0.4 million**

**Scone Regional Airport upgrades including the creation of an Aviation Visitor Centre**

Upgrade of the Airport consistent with the Council endorsed Masterplan. This includes upgrade of drainage for the entire site, construct new parallel taxi way, and expansion of the apron to allow for a larger plane parking area. Further improvements include an Aviation visitor attraction, public parking, new terminal and SES and RFS Buildings.

**Full Project Cost \$14.6 million**  
**2017/2018 Budget \$6.9 million**

**Cassilis Sewerage Scheme**

Construction of a sewerage reticulation and treatment scheme to serve the village of Cassilis. Cassilis does not currently have a sewerage scheme. The proposed sewerage scheme will resolve environmental problems with septic tanks in the village due to ground conditions and small lots.

**Full Project Cost \$2.3 million**  
**2017/2018 Budget \$0.2 million**

**Scone Golf Course**

Redevelopment of the existing 9 hole golf course at Scone due to the proposed Scone New England Highway Bypass. The Bypass route goes through the existing course. The new course will be constructed on the remainder of the existing course and adjoining agricultural land owned by Council. The course has been professionally designed with local user input. The new course will be completed in 2018 and will provide a good quality course designed and built to be environmentally and economically sustainable.

**Full Project Cost \$3.6 million**  
**2017/2018 Budget \$3.5 million**

**PLANS TO BE DEVELOPED**

**Scone Library**

Development of plans for the future including the potential relocation.

**Horse Centre of Australia**

Development of 'shovel ready' plans for the construction of this attraction.

**Indoor Recreation Centre**

Development of 'shovel ready' plans for the construction of this facility.

**Have your Say**

Tell us what you think about the Major Projects that are funded in the Delivery Program and Operational Plan. Submissions to the Draft CSP 2027, Delivery Program 2017/2018-2020/2021 and Operational Plan 2017/2018 can be provided at a public meeting, in person at Council offices, by phone on 6540 1100, online at [www.upperhunter.nsw.gov.au](http://www.upperhunter.nsw.gov.au), by email [council@upperhunter.nsw.gov.au](mailto:council@upperhunter.nsw.gov.au), by post or fax by Friday 26 May 2017.

## On Public Exhibition - Have Your Say- Proposed Budget



### ON PUBLIC EXHIBITION - Have Your Say

#### Draft Delivery Program 2017/2018-2020/2021 and Operational Plan 2017/2018

#### Proposed Budget

The Delivery Program 2017/2018-2020/2021 is where the directions and strategies in the CSP 2027 are translated into actions to be undertaken during the 4 years. The Operational Plan 2017/2018 allocates responsibility and provides a detailed budget for the financial year.

Council has focused efforts on maintaining a low operating cost and this is illustrated with only a total increase of 0.29% from the revised 2016/2017 budget to the proposed 2017/2018 budget.

A summary of Revenue and Expenditure are provided to show where the projects, programs and services are funded from and where the money is spent. (See over page).



#### Proposed Rates

Council is proposing to increase its general rates by 1.5% for 2017/18 in line with the approved rate pegging increase given by the Independent Pricing and Regulatory Tribunal (IPART).

Council is moving toward the NSW Office of Water's Best Practice Policy for Water Access and Usage Charges. The manner at which residents are charged will continue to change in a staged process consistent with the policy. What this means is that water access charges on rate notices will continue to reduce however water usage charges could rise depending on residents' usage.

Sewer charges are proposed to increase by 5% for 2017/2018. Council Sewerage Systems will need extensive capital works over the next twenty years which has been highlighted in Council's Sewerage Asset Management Plans.

An amendment to the 2017/2018 Fees and Charges is the inclusion of a Pool Season Pass which allows entry into ALL Upper Hunter Shire Pools.

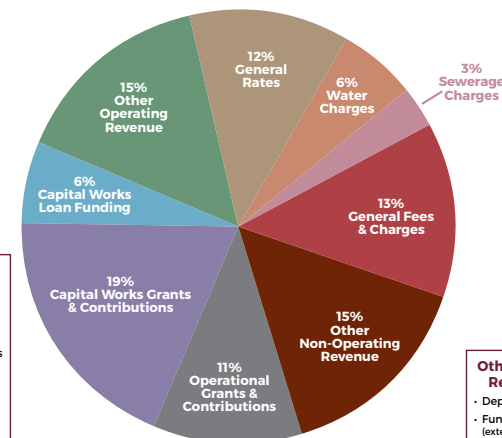


#### Have your Say

Tell us what you think about the proposed Rates and Budget in the Delivery Program and Operational Plan.

Submissions to the Draft Delivery Program 2017/2018-2020/2021 and Operational Plan 2017/2018 can be provided at a public meeting, in person at Council offices, by phone on 6540 1100, online at [www.upperhunter.nsw.gov.au](http://www.upperhunter.nsw.gov.au), by email [council@upperhunter.nsw.gov.au](mailto:council@upperhunter.nsw.gov.au), by post or fax by Friday 26 May 2017.

#### TOTAL REVENUE - \$84 Million



#### Other Operating Revenue includes:

- RMS Reimbursements for Scone Golf Course Reconstruction
- Internal Plant Hire Charges
- Council Quarries Revenue
- Interest Revenue Received
- Other misc. revenues (Rentals/leases, agency fees, misc sales revenue etc.)

#### Other Non-Operating Revenue includes:

- Depreciation Offset
- Funds held in Reserves (external/internal restrictions)

#### TOTAL EXPENDITURE - \$84 Million

