

Our Place

A BLUEPRINT

2023



Singleton Community Strategic Plan

June 2013



What we want in 2023 – our vision for Singleton

A vibrant and progressive community of excellence and sustainability.



A message from our Mayor and General Manager

The community of Singleton stands on the precipice of an exciting new era. The opportunity to reconnect and revitalise Singleton as the hub of the Hunter region has never been so achievable.

In the past few years our community has clearly identified what they want and where they want Singleton to be positioned. As a Council we've undertaken extensive examination in respect to where we've come from and where we are today.

This plan, Our Place: A Blueprint for 2023, is our community plan for the next 10 years and the visions and aspirations detailed in it are reflective of this moment in time. It is the result of comprehensive consultation, however, we want to alert the community that we intend to revisit this plan over the 12 months.

Council has an ongoing commitment to work with the different members and groups of our community to continually shape this plan and represent where our community thinking is.

The community has loudly expressed their views about the need to enhance the quality of life in Singleton. They want to see diversity to ensure a sustainable future, a vibrant business and family-oriented centre that encourages productive land use and job security and innovation to get the best possible outcome for the future.

Council acknowledges there's been changes in the local environment that have resulted in increased pressures on resources as a community, including variability in production in the natural resources sector, the significant impact of State Government policies and the changing landscape of Local Government.

Local Government is currently undergoing its most extensive review in two decades with an independent review investigating and identifying options for governance models, structural arrangements and boundary changes for Local Government in NSW. There have also been changes to planning legislation and waste regulation.



Mayor
John Martin OAM



General Manager
Lindy Hyam



All these things mean we have to take another look at where we're at. Council is committed to a major effort at modernising practices and embracing the benefits of new technology. We're transforming the way we manage waste and revitalising our town centre to reconnect our community with business and industry.

We want to enhance the vibrancy of Singleton and ensure our place in the Hunter; not just as a place to work but as a place to live and visit.

Singleton is a young, family-oriented area with a median age of 35. We need to prepare this town for a strong and sustainable future for our children and provide a safe and caring environment for the ageing members of our community.

We recognise the need to diversify our business, industry and educational opportunities and to enhance and leverage off our existing partnerships while creating new ones. We have strong partnerships with our neighbouring councils, the local Chamber of Commerce and industry but we need to be more visible to state and federal agencies.

We will be representing our community on issues of strategic importance to Singleton, especially in land use and the environment, and protecting our Critical Industry Clusters like agriculture, viticulture, tourism and dairy.

It is all part of an ongoing dialogue with our community and the ongoing need to pursue opportunity where that opportunity represents the best interests of Singleton.

At this point in time, this is our plan for the next 10 years. We welcome the challenge.

Cr John Martin OAM

Lindy Hyam



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Council would like to offer our sincere thanks to all of the people that contributed to the development of Our Place: A Blueprint for 2023. Participants in the process included residents, community groups, business leaders and business groups, industry representatives and representatives of State and Federal Government agencies and other organisations who provide services to our community. We look forward to collaborating with you all to attain our community's future goals.





Introduction

Our Place: A Blueprint for 2023 is a long term strategy for our whole community. It aims to ensure that we live up to the aspirations of our community, while proactively approaching the challenges of the future. By achieving this, Singleton will be well regarded as a place to live, a place to invest and a place to visit. Our community is proud of its rural lifestyle and the many attributes that make us call Singleton home.

This document captures the vision for Singleton, by the Singleton community. This strategic plan is our community's plan and captures and conveys the expectations and concerns of our community, and brings these ideas together into four key pillars for Singleton. These summarise the aspirations of our community, and are supported by an undertaking of actions to achieve them.

Our community has been supportive in the development of this plan, giving their time and ideas, and allowing us to hear and understand the many challenges that lay ahead. Through this process, a number of avenues have been used to engage our community, and it is our intention to continue to engage with our community as we implement the plan, to ensure that we are on track and achieving the desired outcomes of our community.

The plan has a strong focus on sustainability, and as such we have referred to the principles of social justice as well as principles of sustainable cities to ensure that our actions leave a positive legacy for generations to come. Singleton Council will utilise the Community Strategic Plan as the basis of decision making, resource allocation and operational planning over the next decade.

We recognise that to achieve the vision of the community, it will however require collaboration between Council and other state agencies, the federal government, as well as private partnerships.

This document is the compilation of many months of work, which commenced with the question to our Community: What is your vision for Singleton? Our plan will deliver on those matters that are important to our community.



Why are we doing it?

In 2009, the State Government introduced changes to legislation to help improve the way communities plan for their future. Our Place: A Blueprint for 2023 is the result of these changes.

The changes require a stronger focus on community participation and collaboration in the planning process. Singleton Council has embraced the opportunities offered by this legislative change to build from past planning efforts and ensure our planning and reporting is informed, relevant and responsive to community needs.

The Community Strategic Plan forms the basis for future plans and strategies for Singleton Council. The plan is supported by a number of other plans:

- Long Term Financial Plan (Resourcing Strategy)

A 10-year plan which aligns budgeting, resourcing and asset management together to provide a sound basis for financial decision making.

- Asset Management Plan (Resourcing Strategy)

A plan which provides detailed information on the type and condition of our assets and their expected renewal requirements.

- Workforce Plan (Resourcing Strategy)

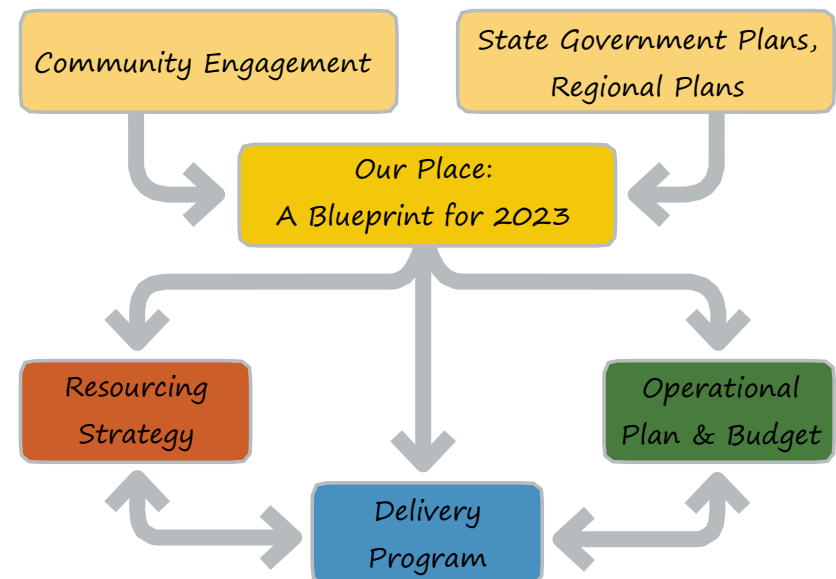
A plan which ensures Council has the appropriate skills and capacity to deliver the desired outcomes of the Community Strategic Plan.

- Delivery Program

A four-year program that sets out the projects and services Council will deliver that work towards achieving the visions in the Community Strategic Plan.

- Operational Plan

A plan that contains a detailed annual budget for Council as well as actions and projects for a 12-month period.





Welcome to our place

Originally the dwelling place of the Wanaruah people, Singleton was discovered by John Howe in 1820. The rich, fertile plains, known as Patrick Plains provided an opportunity for early settlers to prosper; evidence of this prosperity is seen in many heritage buildings in Singleton township and its surrounds.

The Singleton Local Government Area covers 4893km² and is located 200km north-west of Sydney and 80km inland from Newcastle. It includes the township of Singleton, as well as a number of villages including Broke, Jerrys Plains, Putty and rural areas such as Whittingham, Mount Olive, and Elderslie.

Singleton is located in the heart of the Hunter Valley on the junction of the New England and Golden highways, surrounded by World Heritage National Parks – Wollemi and Yengo - as well as Mt Royal National Park. With public transport, links to Newcastle and Sydney domestic and international air terminals and rail freight to the port of Newcastle, Singleton is an ideal location for business and lifestyle.

Singleton is a vibrant community with access to eight public schools, two private schools, a TAFE NSW Campus, a community college and in proximity to the University of Newcastle. It also has generous sporting amenities, many shopping options and modern public amenities. It boasts good health facilities, a variety of church and religious presences and many active service clubs along with high living standards.

Singleton has experienced a prolonged period of steady population growth and growth in business and industry resulting in a predominantly young, employed labour force and an unemployment rate of less than 2% which is significantly lower than the Hunter regional average.

The healthy local economy of Singleton is supported by its diverse industrial base, young skilled labour force and industry access to vital infrastructure. With viticulture, education, engineering, fabrication, trades services, tourism, hospitality, mining, power generation, agriculture and retail, Singleton is a prosperous rural community.



Key industries

Agriculture

Local primary industry includes beef cattle farming, dairy farming, mushroom growing, viticulture, and horse studs.

Australian Army School of Infantry

The Australian Army School of Infantry, located on 14,000 hectares on the outskirts of the Singleton CBD, is an important contributor to the local economy with more than 300 personnel employed. Significantly, 60% of the military staff are living locally with their families and 6% own a local home.

Coal

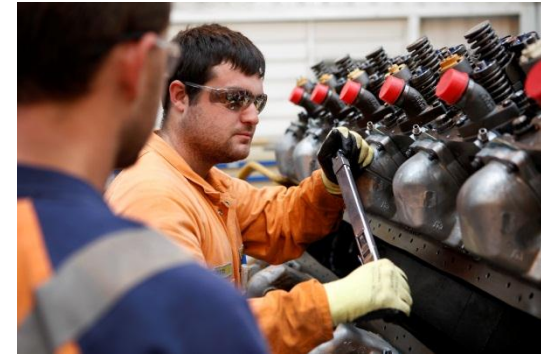
Operating in Singleton LGA are more than 20 coal mines which produce approximately 57 million tonnes of coal. Mining royalties generated in Singleton were \$550 million in 2011-12. The mining industry directly employs 2800 workers who reside in the Singleton LGA, demonstrating the importance of this industry to the local economy.

Retail, accommodation and food services

Retail trade is vital to the Singleton economy, with approximately 1000 employees, second only to mining employment. Accommodation and food services employ approximately 700 workers. Both industries are important in providing local employment and attracting visitors to the region, as well as enhancing the lifestyle of Singleton residents.

Tourism

Located in the middle of the Hunter Valley, one of Australia's premier wine producing regions; Singleton LGA is home to more than 40 vineyards, wineries and cellar doors. Viticulture plays an important role in the local economy adding to the diversity of employment opportunities in the area.





At a glance

Area: 4893km²
 Location: 80km inland of Newcastle, 200km north-west of Sydney
 Climate: Daily minimum Jan 18°C/July 5°C
 Daily maximum Jan 31°C/July 17°C
 Annual rainfall: 722mm

Demographics

Residential population 2011	23,019
Projected population in 2021	27,200
Average annual growth rate	1.1%
Australian citizens	91%
Indigenous persons	4%
Birthplace Australia	87%

Education

Bachelor or Higher degree	8%
Diploma	5%
Certificate	21%
Year 12 equivalent	25%
Year 11 equivalent	6%
Year 10 equivalent	27%

Income household weekly

Singleton	\$1692
Hunter	\$1158
NSW	\$1237

Source: Census 2011 Singleton Local Government Profile, except where indicated

Age distribution

0-14	5023	21.8%
15-24	3387	14.7%
25-44	6515	28.3%
45-64	5781	25.1%
65+	2313	10.05%

Employment as at Sept 2012

Labour force	12,802
Employed	12,521
Unemployed	2.2%

Source: Small Area Labour Market DEEWR

Housing

Separate house	88%
Semi-detached/townhouse	5%
Apartment/unit	5%



How was this plan developed

This plan was developed using information gathered during two separate periods of community engagement. The first was in 2011, when Council adopted a Community Engagement Strategy that identified a number of tools and activities to be used to ask the community “If you were in Singleton in 2022 what would you want to see and experience?” The engagement was aspirational in nature and invited the community to consider where we are now and where do we want to be in 10 years’ time. The Community Engagement Strategy can be found at www.singleton.nsw.gov.au

Active efforts were made to engage with a wide variety of stakeholders with more than 1000 people involved in some way.

Our engagement activities included:

- A formal survey of 508 residents across the Local Government Area in 2011
- Two rounds of community workshops with more than 250 participants in Mt Olive, Whittingham, Broke, Putty Valley, Jerrys Plains, Elderslie, Bulga and Singleton in 2011
- Direct mail outs to community groups, service clubs and businesses with information and an invitation to provide comment or organise a presentation in 2011
- Ratepayer survey sent out with rates notifications – more than 300 responses were received in 2011
- Creation of the website www.ourplace.singleton.nsw.gov.au to promote community survey and feedback
- Meetings with local educators, youth groups, Local Health Advisory Committee and Interagency Working Group to share information and understand issues from a regional perspective
- Workshops with Councillors and Council’s executive management team
- Media coverage through articles and advertisements in local newspapers and interviews on local radio
- Public exhibition from November 2011 to January 2012

The second period of community engagement was undertaken between March and May 2013 following the election of a new Council in September 2012. As the Plan had only recently been endorsed, Council was required to “check in” with the community to be sure the priorities identified in 2012 remained relevant.



It was up to Council to determine how extensive the community engagement program in 2013 would be but at a minimum we were required to publicly exhibit the Plan before it was endorsed by the new Council. In addition to publicly exhibiting this document for a period of 28 days, we decided to undertake a community survey.

In it we asked what challenges or issues our community thought Singleton faced over the next 10 years, what community facilities you most valued and what cultural activities or events you thought were most important. We asked what was missing from or needed in Singleton. We also asked what services and facilities our community wanted Council to make a priority in the next three years as we face a multi-million dollar infrastructure backlog.

The preliminary results of the survey were released to the community in late March and the final results were compiled in late May. The findings confirm the outcomes of previous community engagement activities undertaken for the Community Strategic Plan.

Importantly, Council also drew information from community consultation undertaken for a number of strategic plans and studies since 2010 including:

- Singleton Social Plan (2010)
- Your Business Our Future surveys
- Singleton Waste Strategy 2013-2033
- Draft Flying-Fox Management Strategy
- Draft Housing and Accommodation Strategy
- Draft Singleton Town Centre Master Plan
- Open Space and Recreation Needs Study
- Development Control Plan (2012)
- Draft Local Environment Plan (2013)

When we considered all the findings from our community engagement activities, we were able to identify four key themes or priority areas – Community, Places, Environment and Leadership. These are discussed in depth under our four pillars. This led to the development of Council's four-year Delivery Program and one-year Operational Plan. These documents can be found at www.singleton.nsw.gov.au

We have amassed a wealth of information about Singleton and our community to develop this Plan so that it reflects the needs of our community. But we acknowledge that needs and priorities change and we welcome the opportunity to continually review this Plan. We welcome community feedback at any time and invite comments in writing to The General Manager to PO Box 314 Singleton NSW 2330 or ssc@singleton.nsw.gov.au



Linking our plan to other plans

This plan is a reflection of the priorities, ambition and directions that our people have for our community. There are a number of synergies between this plan and other plans and strategies Council and other levels of government have prepared.

NSW 2021

Our Place: A Blueprint for 2023 contributes to the following *NSW 2021* Priorities and Targets:

- Rebuild the economy – drive economic growth in regional NSW; and strengthen the NSW skills base
- Return quality services – improve customer experience with transport services; improve road safety; keep people healthy and out of hospital; and prevent and reduce the level of crime
- Renovate infrastructure – drive economic growth in regional NSW; and build liveable cities
- Strengthen our local environment and communities – protect our natural environment; make it easier for people to be involved in their communities; and enhance cultural, creative sporting and recreational opportunities.
- Restore accountability to government – restore trust in state and local government as a service provider; and involve the community in decision-making on government policies, services and projects

NSW 2021 is available at www.2021.nsw.gov.au

Hunter Regional Action Plan

Our Place: A Blueprint for 2023 contributes to the following *Hunter Regional Action Plan* priorities and actions:

- Drive economic growth and diversity – investment in economic diversity; support economic diversity; grow the visitor economy in the Hunter; and skill development in the Hunter
- Invest in critical infrastructure and integrated transport – prioritise investment in economic and social infrastructure; improve transport connectivity; deliver road infrastructure upgrades; and invest in local road infrastructure



- Improve the liveability of our city and regional areas – effectively plan for future land use; protect the local environment; improve access to information about environmental performance of industry; and improve energy efficiency and renewable energy use
- Better support the most vulnerable members of our community – provide integrated services; target health services for local communities; improve community safety; and better protect the most vulnerable members of our community and break the cycle of disadvantage

The *Hunter Regional Action Plan* is available at www.2021.nsw.gov.au/regions/hunter

Other relevant plans

- *NSW Sustainability Policy* (2008), NSW Government, sets targets and strategies for the NSW Government to lead by example in sustainable water use, reducing greenhouse gas emissions from energy, waste and fleet management and sustainable purchasing.
- *NSW Bike Plan* (2010), NSW Government, is a state-wide plan to make cities and towns more sustainable, easier to get around, safer and better connected.
- *NSW Waste Avoidance and Resource Recovery Strategy* (2007), NSW Department of Environment, Climate Change and Water, details actions for the minimisation of environmental harm from waste disposal and through the conservation and efficient use of our resources.
- *Lower Hunter Regional Strategy* (2006) NSW Department of Planning, contains strategies for a future Lower Hunter that is sustainable, affordable, prosperous and liveable
- *Hunter–Central Rivers Catchment Management Plan* (2007) Hunter–Central Rivers Catchment Management Authority, is a guide of the management of the region’s natural resources until 2015.
- *Upper Hunter Economic Diversification Strategy* (2011) NSW Department of Premier and Cabinet and the Department of Trade and Investment, outlines strategic direction for employment and business growth opportunities for the next 20-25 years.

Singleton Council plans and strategies

Council’s own strategies and plans have also been considered in the development of *Our Place: A Blueprint for 2023* including:

- *Singleton Development Control Plan* (2012)
- *Singleton Local Environment Plan* (1996)
- *Singleton Land Use Strategy* (2008)
- *Singleton 2030 Strategic Plan* (2005)
- *Your Business Our Future Strategy* (2011)
- *Singleton Social Plan* (2010)

These documents are available at www.singleton.nsw.gov.au



Stakeholders and roles

While Singleton Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. The success of this plan relies on many stakeholders participating toward common goals. Throughout our journey, we will work together with various state and federal agencies, neighbouring councils, business, industry and individuals to enable Singleton to achieve its desired vision.

The role each stakeholder will play may differ, and will depend upon the issue being addressed. Roles can include:

Advocate	to publicly recommend or support
Lobby	to seek to influence on an issue
Partner	to take part in an activity with others
Collaborate	to work jointly on an activity
Regulator	to monitor and ensure compliance

Facilitate	to bring together, conduct
Leader	to plan and provide direction
Promoter	to let others know about an issue/ activity
Provider	to provide physical infrastructure or service
Participate	to take part in an issue/ activity



Guiding principles

Sustainability underpins all aspects of this Community Strategic Plan. Council acknowledges that its decisions have an impact on the quality of life of both present and future generations. The desired result is to balance sustainability considerations to provide positive influences toward community wellbeing while maintaining or enhancing those aspects the community most values in the ecological, social, cultural and economic environments. To that effect, this plan has been developed with consideration to the 10 Principles of Sustainable Cities:

- Provide a long-term vision for cities based on: sustainability; intergenerational, social, economic and political equity; and their individuality.
- Achieve long-term economic and social security.
- Recognise the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
- Enable communities to minimise their ecological footprint.
- Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.
- Recognise and build on the distinctive characteristics of cities, including their human and cultural values, history and natural systems.
- Empower people and foster participation.
- Expand and enable cooperative networks to work towards a common, sustainable future.
- Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
- Enable continual improvement, based on accountability, transparency and good governance.

Further, our plan is based on the Principles of Social Justice, as outlined in the Local Government Social Justice Framework 2008–2012. These principles are:

- Equity in resource distribution
- Rights are recognised and promoted
- Fair access to economic resources and services
- Better opportunities for genuine participation and consultation about decisions affecting their lives



Quadruple bottom line

Under the Local Government Act, our Community Strategic Plan is required to address social, environmental, economic and governance issues. Applying a quadruple bottom line approach ensures that community priorities are addressed in a balanced and holistic manner. These sentiments have been endorsed by the wider community and as such each of the four pillars reflect environmental, social, economic and civic leadership considerations, as shown below.

Community Plan theme	Social	Environmental	Economic	Governance
Our Community	●		●	
Our Places	●	●	●	
Our Environment	●	●	●	●
Our Community Leadership	●	●	●	●



Our four pillars

Our community was keen to contribute and shape the future for Singleton, sharing many ideas and thoughts for their vision of Singleton during our community consultation. They told us what they valued about living in Singleton and also what they considered challenges or concerns that needed to be addressed in the future. These are captured under four pillars:



Our Community



Our Places



Our Environment



Our Community Leadership

Having identified the issues and visions of our community, we developed a set of outcomes that will benefit the community and strategies to take us to where we want to be. It is important to note that the strategies to achieve our community's vision often overlap between pillars. This demonstrates the strong links between place and people and recognises the success that exists through these dependencies. There was also an acknowledgement within the community that the success or other of achieving its visions was reliant upon the strength of the economy.

We've also included a sample of some of the ways we will measure our success in achieving the community's visions. Council will use a mix of quantitative and qualitative measures to ensure our reporting is transparent, valid and meaningful.



1. Our Community

Safe Healthy Smart United

Understanding how Singleton connects and integrates with the broader region is critical to the strategic outlook of our community. We enjoy our rural and village lifestyle but at the same time desire the opportunities and facilities found in much larger towns. You told us you value community facilities such as the library, Gym & Swim, Youth Venue and parks and prize our cultural events including the Singleton Arts Festival, Australia Day, Anzac Day and Singleton Show. You told us that access to services, tradition and family and community-minded people were important.

You identified some of our challenges as being the lack of cultural events and activities and the need for improved health services. You said we need more support for our changing and ageing population and strong educational options. You were also concerned about employment opportunities outside of mining and creating a sense of identity and place in a community with a large population of transient workers. You want a 24-hour police station and more recognition of our cultural diversity.

Our outcomes	Our strategies	Who can help
<p>Our community:</p> <ul style="list-style-type: none"> ◆ feels supported and cared for through the provision of services and facilities ◆ comes together to celebrate ◆ has a strong sense of identity and place ◆ learns and grows together ◆ is encouraged to live a healthy and active lifestyle 	<ol style="list-style-type: none"> 1.1 Provide a range of activities and events to encourage community participation 1.2 Offer a range of cultural, sport and recreational facilities to meet the needs of our diverse community 1.3 Provide and promote services and facilities that meet the needs of our community through various stages of life 1.4 Revitalise community spaces and places 1.5 Support and enable Singleton as a learning community 	<ul style="list-style-type: none"> ◆ Singleton Council (lead, facilitate, provide, partner and promote) ◆ Community groups ◆ Sports groups/clubs ◆ Cultural groups ◆ Education providers ◆ State Government agencies ◆ Community



1. Our Community

Safe Healthy Smart United

How will we know if we're on track?

- We will enjoy and use our local sports, cultural and recreational facilities.
- We will gather to celebrate a range of activities and events.
- We will feel safe and proud to live here.
- We will increase our resident population and they will feel welcome.
- More people will seek higher educational qualifications and training.

How might we measure this?

There are a range of potential measures we can use to see how we are progressing toward our outcomes in this pillar. These include usage of Council facilities, attendance and participation at cultural, sport and recreational events, educational profile of residents, population and demographic statistics, crime statistics.



2. Our Places

Sustainable Accessible Affordable Adaptable

Singleton’s local economy is predominantly driven by mining. Mining accounts for about one fifth of our resident labour force, directly employing about 2800 workers. Thousands commute to Singleton every day to work in one of our 20 coal mines or their associated support industries. In the past few years, this has caused increased traffic congestion and pressure on our roads network. You told us we need a bypass around the Singleton town centre, a safe road network and public transport that was accessible and practical.

You also told us we needed more affordable housing, land to enable growth and diversification of our local economy so it wasn’t dependent on mining. You told us you wanted sustainable infrastructure and to make stormwater drains, footpaths, car parks and roads a priority in the next three years. Our community also said it wanted a revitalised town centre, more retail options, a café and eatery precinct and more cycle ways. Our agricultural heritage and community spaces that bring people together were also important.

Our outcomes	Our strategies	Who can help
<p>Our community:</p> <ul style="list-style-type: none"> ◆ is safe ◆ has sustainable assets ◆ is well planned – sustainable, accessible, affordable ◆ values its heritage ◆ has vibrant spaces and places ◆ is well connected ◆ is attractive for locals and visitors 	<ul style="list-style-type: none"> 2.1 Offer a range of cultural, sport and recreational facilities to meet the needs of our diverse community 2.2 Plan for a sustainable and safe community 2.3 Partner to improve our road and infrastructure systems 2.4 Improve transport options within the community and region to ensure safety, reliability, affordability 2.5 Revitalise community spaces and places 2.6 Enable and encourage economic diversification 2.7 Plan considering the past, present and a sustainable future 2.8 Promote village living and lifestyle 	<ul style="list-style-type: none"> ◆ Singleton Council (lead, facilitate, advocate, lobby, partner and provide) ◆ State Government agencies ◆ Business leaders ◆ Transport providers ◆ Developers ◆ Community



2. Our Places

Sustainable Accessible Affordable Adaptable

How will we know if we're on track?

- More of us will use public transport or walk or cycle for journeys.
- We will be satisfied with the range of housing options available.
- We will have more employment opportunities outside of mining.
- We will have more sustainable assets and facilities.
- We will be proud of our town centre and enjoy shopping there.
- We can get to our homes, shops and places of work safely and easily.
- We have more businesses established that complement those that have been here a long time.

How might we measure this?

There are a range of potential measures we can use to see how we are progressing toward our outcomes in this pillar. These include population growth, traffic statistics, construction of cycleways footpaths and kerb ramps, land sales, delivery of capital works, tourism reports.



3. Our Environment

Enhance Protect Balanced Aware

The balance between mining agriculture and our environment was one of the greatest challenges our community identified for present and future generations. Our community said it valued our environment and wanted improved air quality, more green spaces and protection for our water ways and water supply. You want to see investment in alternate energy options, improved waste and flood plain management and greater community education. The management of feral animals was an issue as well as the management of controlled burn off and fires.

You told us you would like botanical and sensory gardens and the bats removed from Burdekin Park. You also said you want the Singleton waste depot and water treatment made a priority in the next three years.

Our outcomes	Our strategies	Who can help
<p>Our community:</p> <ul style="list-style-type: none"> ◆ protects and enhances natural and built environment ◆ is encouraged to be environmentally aware ◆ is at the forefront of alternate energy ◆ is conscious of its environmental footprint ◆ is sustainable in its actions 	<p>3.1 Collaborate to protect, enhance and improve our environment</p> <p>3.2 Improve waste management for the community through enhanced resource recovery, recycling, improved collection and the minimization of waste generation</p> <p>3.3 Partner with industry to create Singleton as an alternate energy hub</p> <p>3.4 Promote sustainable building practices</p> <p>3.5 Greening of community places and space</p> <p>3.6 Enable and encourage civic leadership for environmental sustainability</p>	<ul style="list-style-type: none"> ◆ Singleton Council (lead, facilitate, advocate, partner, collaborate, provide, regulate) ◆ Hunter Resource Recovery ◆ State Government agencies ◆ Catchment management Authority ◆ Weeds and Pest Authority ◆ Industry leaders ◆ Community groups ◆ Community



3. Our Environment

Enhance Protect Balanced Aware

How will we know if we're on track?

- The health of our catchment is improved.
- Our air quality is improved.
- More people are recycling and less waste is going to landfill
- We will embrace alternate energy options.

How might we measure this?

There are a range of potential measures we can use to see how we are progressing toward our outcomes in this pillar. These include recycling rates, landfill rates, household water consumption, water quality, air quality, trees planted, Council energy use, participation in environmental and sustainability programs.



4. Our Community Leadership

Collaborative Informed Efficient Engaged

When it came to our Community Leadership, our community told us it wanted to be kept informed and involved in making decisions. You told us you wanted to know how rates are spent and more community forums where you could have your say. You want your civic and business leaders to be proud to be part of the Singleton community and work together. You told us you want your leaders to be innovative rather than risk adverse and in touch with the people in our community. You want your leaders to prepare for life after mining through diversification and ensure plentiful employment opportunities.

Our outcomes	Our strategies	Who can help
<p>Our community:</p> <ul style="list-style-type: none"> ◆ is informed and active in decision making ◆ is recognised for its leadership ◆ has a diverse economy <p>Our Council:</p> <ul style="list-style-type: none"> ◆ is efficient and effective in the delivery of services to our community ◆ promotes Singleton and its diversity <p>Our business leaders:</p> <ul style="list-style-type: none"> ◆ work collaboratively to strengthen our community 	<p>4.1 Create spaces and tools to keep our community connected</p> <p>4.2 Inform, consult, involve, collaborate, empower our community for effective decision making</p> <p>4.3 Deliver a brand/ identity for Singleton which represents the diversity of our community</p> <p>4.4 Develop an economic diversification strategy</p> <p>4.5 Lead, govern and regulate transparently, equitably and ethically</p> <p>4.6 Respond to the changing needs of our community</p>	<ul style="list-style-type: none"> ◆ Singleton Council (lead, promote, facilitate, collaborate, partner, participate) ◆ Business leaders ◆ Community



4. Our Community Leadership

Collaborative Informed Efficient Engaged

How will we know if we're on track?

- We will be more aware of our elected leaders and the functions of Council.
- We will be satisfied with the performance of Council.
- More of us will actively participate in discussion and decisions about services, plans and programs.

How might we measure this?

There are a range of potential measures we can use to see how we are progressing toward our outcomes in this pillar. These include Council workforce, Councillor demographic, community participation in engagement activities, Council's financial management, employee satisfaction, website statistics.



What next?

The Community Strategic Plan is a 10-year document that will undergo a major review by each incoming Council every four years. From it, Council develops a four-year Delivery Program which details Council's strategies and actions to work toward the concepts outlined in this document.

Council will also develop a Resourcing Strategy which identifies Council's financial position and capacity to undertake actions associated with this plan and the Delivery Program. The resourcing strategy will also identify Council assets and the strategy and policy for maintaining an appropriate asset base. Finally, the resourcing strategy identifies the capacity and capability of council to deliver on actions in the Delivery Program and strategic plan.

The Delivery Program will be reviewed every four years in line with community needs and the vision captured in this plan.

Further, Council has developed an annual operational plan which identifies proposed activities for the 12-month period. The Operational Plan is built into the Delivery Program and this will be adopted by Council before June 30 each year.

Council will also continue to build and strengthen partnerships with state and federal agencies and private sector to enable those visions and aspirations of our community to be realised.

Throughout this journey, we will continue to welcome and encourage feedback from our community to the benefit of the whole community.