

# Upper Hunter 2035



## Access, Equity and Inclusion Statement

**The Upper Hunter Shire community and Upper Hunter Shire Council are committed to welcoming all people who choose to live, work or visit our region.**

- We welcome and celebrate diversity and believe it fosters growth. Community connections are integral to everything we do.
- We commit to build a sense of place and belonging in our community. We will work collaboratively with the whole of the community to achieve the collective vision for the future.
- We will acknowledge and address inequity, work to reduce and remove barriers and champion belonging in our community.
- We understand inclusion and participation are key to building a strong community. Access and inclusion make communities liveable for everyone.
- We are committed to preserving the dignity of all people and to ensure services, facilities and public spaces are openly inviting and fully accessible.

## Sustainability Statement

**The Upper Hunter Shire community and Upper Hunter Shire Council are committed to improving sustainability outcomes in our region.**

- We will work with and alongside the community towards implementing the best practices around sustainability and celebrating the outcomes.
- We value open spaces and creating opportunities for community to connect and enjoy the very best of the Upper Hunter Shire.
- As well as setting targets to reduce emissions, we are acting to achieve our environmental goals and ensure the Shire remains a wonderful place to live, work and play.

This document is subject to minor updates, including corrections of typographical or formatting errors, which may be made after adoption at the discretion of the General Manager.



## Contents

Mayor's Message	5
About the Upper Hunter	6
Integrated Planning and Reporting	9
Engagement	11
Councillor Priorities	12
Community Vision	20
What the Community told us	23
What our youth told us	32
Community Priorities	37



## Mayor's Message



It is with great pride that I present Upper Hunter 2035, our Community Strategic Plan. This plan captures the collective vision of the people who call the Upper Hunter Shire home—a vision shaped by your priorities, your feedback, and your aspirations for the next decade.

To ensure this plan reflects the true voice of our community, Council has undertaken one of the most comprehensive engagement processes in our history. From the representative phone survey and youth-focused engagement, to community drop-ins and online forums, we've listened carefully. You've told us what's working well, where there's room to improve, and the services and facilities that matter most to you.

What stood out is clear, our community's love for the Upper Hunter remains strong. Whether it's the close-knit connections in our towns and villages, the natural beauty surrounding us, or the pride in local industries, people care deeply about our Shire's future. But alongside that, you've asked for a strong focus

on key essentials: maintaining our roads and infrastructure, ensuring financial responsibility, advocating for better health services, supporting local businesses, and acknowledging environmental issues.

Through this consultation, we've reaffirmed five core priorities that will guide Council's decision-making:

**Connected Community:** Deepening connections among people and places to build a stronger, inclusive, and supported Shire.

**Protected Environment:** Safeguarding our natural resources, promoting sustainable practices, and ensuring environmental resilience for future generations.

**Thriving Economy:** Strengthening local businesses, fostering tourism, supporting local jobs, and seizing new economic opportunities.

**Quality Infrastructure:** Maintaining and improving roads, public spaces, and essential services that meet the needs of our growing and diverse population.

**Responsible Governance:** Providing transparent, effective, and financially sustainable leadership focused on delivering value to the community.

This plan belongs to you, the residents, businesses, and community groups of the Upper Hunter Shire. It is our shared roadmap, and we will only achieve its goals by working together. Success depends on strong partnerships with all levels of government, local industry, and, most importantly, continued involvement from our community.

I encourage you to stay engaged as we bring Upper Hunter 2035 to life. Together, we can ensure the Upper Hunter Shire continues to be a remarkable place to live, work, and thrive—now and for generations to come.

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**Cr Maurice Collison**



## About the Upper Hunter Shire

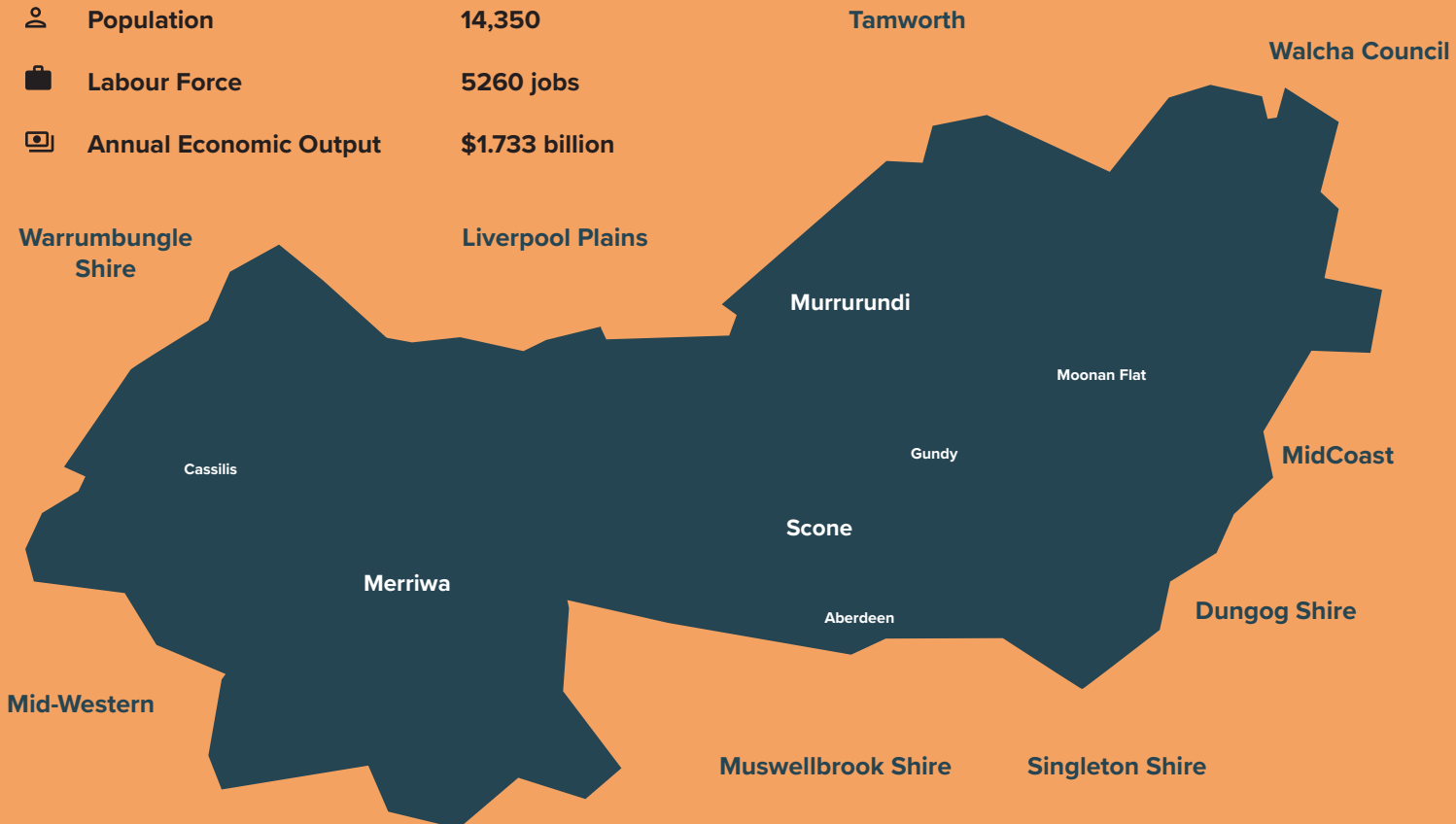
Upper Hunter Shire is located in the Hunter region of New South Wales, about 250 kilometres north of Sydney. It is bounded by Liverpool Plains Shire and the Tamworth Regional Council area in the north, Gloucester and Dungog Shires in the east, the Singleton Council area and Muswellbrook Shire in the south and the Mid-Western Regional Council area and Warrumbungle Shire in the west.

The Upper Hunter Shire is a predominantly rural area and encompasses a total land area of about 8000 square kilometres, of which a large proportion is national park and nature reserves. Most of the rural area is used for grazing, dairy farming, horse studs and general farming.

The main township is Scone, with smaller townships at Aberdeen, Merriwa and Murrurundi.

The Shire is a major cattle, crop, goat, pig, poultry and sheep producer, has an increasing number of vineyards, an abattoir which supplies the Australian and overseas markets, and the best and friendliest rural community within easy travelling distance from Sydney and Newcastle.

▲	Land Area	8,100km <sup>2</sup>
🌳	National Parks	686km <sup>2</sup>
👤	Population	14,350
👜	Labour Force	5260 jobs
🏠	Annual Economic Output	\$1.733 billion



Councillors



Cr Maurice Collison  
Mayor



Cr Pat Ryan  
Deputy Mayor



Cr Tayah Clout



Cr George Fraser



Cr Peter McGill



Cr Allison McPhee



Cr Earle Shields



Cr Troy Stolz



Cr Adam Williamson

Upper Hunter Shire Council consists of nine Councillors who have been elected by the Shire to represent the community for the next four years.

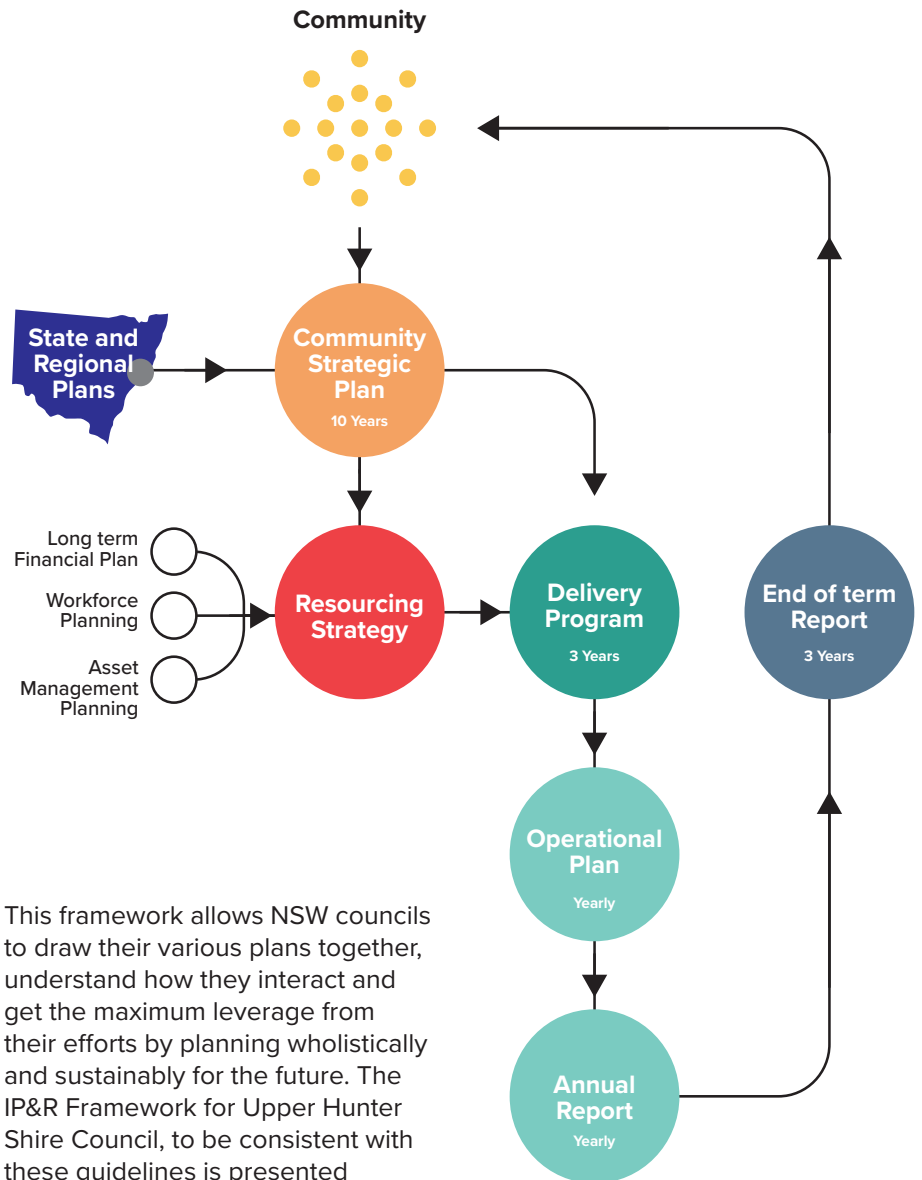




**Integrated Planning and Reporting Framework**

Local Governments in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021. In 2009, the Local Government Act was amended to create an Integrated Planning and Reporting (IP&R) requirement. A greater emphasis is placed on longer term planning with key elements including a Community Strategic Plan setting out the strategic directions (minimum of 10 years), Delivery Program outlining how Council will deliver on these directions (4-year period) and an annual Operational Plan. As at June 30, 2012, NSW councils are required to be working within the IP&R Framework.

The Office of Local Government provides guidelines and information to assist councils in meeting their requirements. The IP&R framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for education and employment, and reliable infrastructure. The difference lies in how each Community responds to these needs. It also recognises that council plans and policies should not exist in isolation – that they are interconnected.



This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future. The IP&R Framework for Upper Hunter Shire Council, to be consistent with these guidelines is presented in the diagram.







## Engagement

Compared to the previous CSP Survey, Council received significant contributions from the Community, helping inform our long-term strategic direction.

**5**



Community Meetings

**179**



Online survey submissions

**17,700+**



Social media reach

**55**



People attended face to face engagement activities

**768**



Visits to CSP website


**302**



Phone Surveys



# Councillor Priorities

 Councillor Workshop

Early in their electoral term, we facilitated a series of workshops with the newly elected Council to gain a clear understanding of their priorities and vision for the future of the Upper Hunter Shire.

These sessions provided valuable insight into the key areas they wished to focus on, ensuring that Council's strategic direction reflects both community needs and long-term aspirations.









📷 Canola Fields, Merriwa

## What we heard from our Councillors

### ☆ Strengths

#### **People**

Our residents are community-minded, resilient, and deeply connected to place—an ongoing strength across the Shire.

#### **Colonial Heritage**

Rich heritage and historic townscapes add cultural value and tourism potential.

#### **Geographic Position & Location**

Centrally located with diverse landscapes, the Shire is well-placed for freight, tourism, and regional investment.

#### **Natural Capital**

Strong agricultural land, rivers, and biodiversity underpin both our economy and lifestyle.

#### **Renewable Energy Zone (REZ)**

Being part of a REZ presents long-term opportunities in clean energy and economic transition.

#### **Council Staff**

Skilled, committed staff with local knowledge are vital to service delivery and community trust.

- ☆ People
- ☆ Colonial Heritage
- ☆ Geographic Position
- ☆ Location
- ☆ Natural Capital
- ☆ REZ
- ☆ Council Staff





## ⚠ Weaknesses

### **External Government Decisions**

State and Federal policies can heavily influence local outcomes, beyond Council's control.

### **Weeds & Feral Animals**

Ongoing threats to agriculture and biodiversity requiring constant management.

### **Communication**

Community feedback highlights a need for more consistent and transparent engagement.

### **Financial Constraints**

Limited revenue sources challenge Council's ability to meet rising service demands.

### **Ageing Infrastructure & Population**

Water and sewer issues in towns like Merriwa and Cassilis, plus an ageing population, place pressure on services.

### **REZ Risks**

While promising, the REZ also raises concerns around land use, planning, and local impact.

⚠ **External Government Decisions**

⚠ **Weeds & Feral Animals**

⚠ **Communication**

⚠ **Financial Constraints**

⚠ **Ageing Infrastructure & Population**

⚠ **REZ Risks**





📷 Warbirds Over Score

## What we heard from our Councillors Cont.

### 💡 Opportunities

#### **Tourism & Agritourism**

Farm stays, scenic attractions, heritage trails, and rail history all offer growth potential.

#### **Post-COVID Regional Migration**

An increase in people seeking rural lifestyles can boost population, housing demand, and local business.

#### **Business & Housing Development**

Supporting new businesses and affordable housing will help retain and attract residents.

#### **Horticulture & Revenue Growth**

Emerging agricultural industries and diversified revenue streams can strengthen the local economy.

#### **REZ Investment**

Clean energy development can bring jobs and infrastructure, if well managed.

#### **Internal Capability**

Exploring structural improvements, such as an additional director, may improve service delivery.

💡 Tourism & Agritourism

💡 Post-COVID Migration

💡 Business & Housing Development

💡 Horticulture & Revenue Growth

💡 REZ Investment

💡 Internal Capability





## ⊗ Threats

### **Industry & Energy Transition**

Shifts in coal and energy sectors risk job losses and community disruption.

### **Climate Hazards**

Droughts, floods, and bushfires pose ongoing threats to infrastructure, safety, and agriculture.

### **REZ & Planning Pressure**

Large-scale energy projects may strain planning systems and social cohesion if not community-led.

### **Changing Demographics**

An ageing population and declining youth retention could impact workforce sustainability and service needs.

⊗ **Industry & Energy Transition**

⊗ **Climate Hazards**

⊗ **REZ & Planning Pressure**

⊗ **Changing Demographics**



## Councillor Priorities Grouped

### Community

#### Whole-of-life services

Councillors see growing demand for aged care, early childhood, sport, and recreation.

#### Youth and support gaps

Youth services are critical to retention, mental health, and social connection.

#### Shifting population

Councillors note changing demographics, with more retirees and new arrivals.

#### Shire scale

Covering a large area makes it harder to connect and deliver services evenly.

#### Highway advantage

Major routes (New England, Golden, Bunnan) are seen as key strategic assets.

### Environment

#### Infrastructure at risk

Climate change is already impacting roads, water, and farmland.

#### Energy investment

There is clear opportunity in solar, wind, and battery projects.

#### Balancing expectations

Councillors flag the need to manage growth in renewables with care for land and community values.

### Economy

#### Heritage matters

Built heritage and significant dates can boost local pride and tourism.

#### Growth through migration

Tree-changers and remote workers are seen as an opportunity for local business.

#### Tourism strengths

Councillors highlight farm stays, rail history, and national parks as underused assets.

#### Local revenue

Diversifying the economy and growing income streams is a strategic priority.

 King of the Ranges, Murrurundi







MR358 Construction

## Infrastructure

### Assets wearing out

Ageing roads, water, and sewer infrastructure need long-term planning.

### Roads remain key

Road condition and access are raised consistently in all areas.

### Plan for the future

Growth and climate resilience must guide infrastructure decisions.

## Governance

### Lift communication

Councillors want to see improved transparency and information-sharing.

### Better engagement tools

There's a need to strengthen the website, CACs, and newsletter delivery.

### Tackle housing issues

Housing affordability, social housing, and downsizing options need attention.

### Work across borders

Partnerships with neighbouring councils and government bodies are essential.

These priorities reflect what Councillors are seeing on the ground helping to guide advocacy, planning, and decision-making in line with both current needs and future challenges.



## Community Vision

# A quality rural lifestyle in a vibrant, caring and sustainable community.

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The Community Vision reflects what matters most to the people of the Upper Hunter. The vision was developed through consultation with community members. Strong partnerships with community members, groups, local businesses and State and Federal Government will be essential to successfully achieving the vision.



Upper Hunter 2035 is our Community Strategic Plan, guiding the vision and priorities for the Upper Hunter LGA. It captures the aspirations of our community, serving as a blueprint for shaping the future of the region. Rooted in extensive community feedback, this plan establishes clear directions to address the needs and opportunities ahead.

The development of Upper Hunter 2025 has provided a meaningful platform to engage with residents and hear their hopes, concerns, and ideas. This plan reflects a collective commitment to enhancing the quality of life in the Upper Hunter through thoughtful planning, informed decision-making, and responsive service delivery. Grounded in comprehensive consultation, Upper Hunter 2025 is built on five key priorities that embody the values and ambitions of the people who call this region home.

**These priorities will underpin our future work. The Council and the Community will be able to clearly see how we are working to achieve each of the Community's priorities as each with link to a key focus area, goals and strategic directions.**

#### **Connected Community**

Developing and deepening connections of people to each other and their community.

#### **Protected Environment**

Ensuring the ongoing protection of our environment and natural resources.

#### **Thriving Economy**

Strengthening our vibrant industries and economy while seizing emerging opportunities.

#### **Quality Infrastructure**

Maintaining and developing our infrastructure network to meet the ongoing needs of our population.

#### **Responsible Governance**

Providing efficient and responsible governance in order to effectively serve the community.



## State and Regional Context

As a community, it is important to take into consideration our place within the wider regional and state context, and the impact this has on our Shire. The initial development of the CSP and its subsequent review has taken into consideration key state and regional priorities.

The review has considered the State and Premier’s Priorities and the Hunter Regional Plan. Linking priorities to the State Government gives Council the opportunity to align strategies and develop stronger partnerships to deliver positive outcomes for the community.

NSW Gov. Premier’s Priorities	Hunter Regional Plan Objectives	Community Strategic Plan Goals
A strong economy	Diversify the Hunter’s mining, energy and industrial capacity	Connected community
Highest quality education	Ensure economic self-determination for Aboriginal communities	Protected Environment
Well connected communities with quality local environments	Create a 15 minute region made up of mixed, multi-modal, inclusive and vibrant local communities	Thriving Economy
Putting customer at the centre of everything we do	Plan for “Nimble Neighbourhoods”, diverse housing and sequenced development	Quality Infrastructure
Breaking the cycle of disadvantage	Increase green infrastructure and quality public spaces and improve the natural environment	Responsible Governance
	Reach net zero and increase resilience and sustainable infrastructure	
	Plan for businesses and services at the heart of healthy, prosperous and innovative communities	
	Build an inter-connected and globally focused Hunter	

# What the community told us.

Through a range of consultations, including phone, digital, and physical surveys, the youth survey, and direct engagement at drop-ins and community events—we gathered valuable insights into the community's satisfaction with services and their priorities for the future. This section explores the voices that have shaped the vision for Upper Hunter 2035.



## Community Priorities from Snap Poll

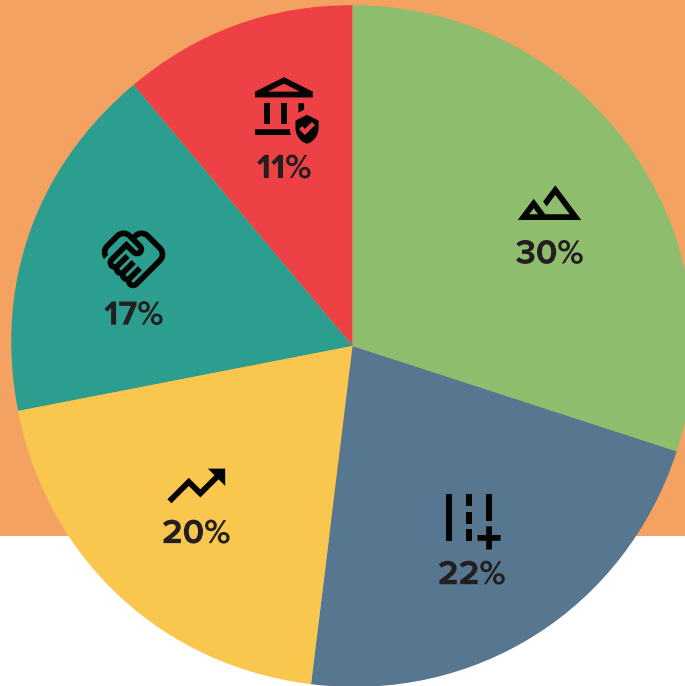
At the five pop-up sessions we hosted at local venues and community events, including Moonan Flat Pub, Aberdeen Library, and the Christmas events in Merriwa, Murrurundi and Scone, attendees were invited to place two stickers to highlight their top priorities across five key pillars.

The results provide a clear snapshot of the community's most important concerns and aspirations.

 Lake Glenbawn, Scone



Key Findings:



**Environmental Sustainability**  
**Focus:** Preserving natural resources, addressing climate change, and protecting biodiversity.

**30%**  
 Top focus in Scone



**Community Connections**  
**Focus:** Social and community activities, events or support for local groups.

**17%**  
 Notable focus in Merriwa and Scone



**Infrastructure & Services**  
**Focus:** Roads, water, sewerage, and essential facilities.

**22%**  
 Strong emphasis across all locations, especially Scone



**Responsible Governance**  
**Focus:** Transparent decision-making, sound financial management, and accountability to the community.

**11%**  
 Top focus in Scone



**Local Economy & Tourism**  
**Focus:** Supporting local businesses attracting visitors, and creating jobs.

**20%**  
 Particularly important in Scone and Merriwa



## Community Drop-in Survey

In addition to the snap poll survey, residents were also given the option to fill out a short survey. This survey allowed the resident to provide greater detail about their priorities and aspirations for the Upper Hunter Shire. We received 16 responses, highlighting key themes and challenges.

 Lake Glenbawn, Scone



## Key Findings:



### What is most important for the shire?

**Infrastructure & Services:** The most frequently mentioned priority.

**Local Economy & Tourism:** Strong emphasis on supporting local businesses.

**Community Connections:** Valued for fostering social cohesion.

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### Vision for 2035:

**Improved Infrastructure:** Better roads and public facilities.

**Thriving Local Economy:** Vibrant town centres and diverse businesses.

**Stronger Community Services:** Focus on aged care, youth facilities, and accessible amenities.

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### Biggest Challenges over the next 10 Years:

**Road Conditions:** Consistently raised across responses.

**Sustainable Finances:** Concerns about future revenue and investment.

**Youth Retention:** Highlighted as critical for the Shire's long-term viability.

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### Services and Facilities Needing Attention:

Roads & Bridges

Aged Care Services

Community Facilities (e.g., Libraries, Sports grounds)



# Community Survey Findings

A summary of feedback collected from local residents through the 179 Online and 302 Phone survey submissions, highlighting key priorities, insights, and opportunities for improvement to help shape future planning and decision-making.

## Community Priorities: Top Rated Areas of Importance

Highlights the top priorities as rated by the community based on importance. Services, infrastructure, and community support emerged as key focus areas.

<b>Emergency Services</b>	<b>99%</b>
<b>Community Safety</b>	<b>97%</b>
<b>Medical Facilities</b>	<b>97%</b>
<b>Road Maintenance</b>	<b>96%</b>
<b>Council Delivers Value for Money</b>	<b>95%</b>
<b>Waste Collection</b>	<b>94%</b>
<b>Council Plans well for the Future</b>	<b>94%</b>
<b>Responsiveness to complaints</b>	<b>93%</b>
<b>Water &amp; Sewerage Systems</b>	<b>91%</b>

## Key Insights:

Infrastructure and safety are top priorities, with high importance placed on emergency services, medical facilities, and road maintenance.

Council's role in planning and responsiveness is seen as crucial, highlighting the need for effective communication and forward-thinking strategies.

Environmental considerations, including sustainability (76%) and protection (77%), are also significant to the community.





## Key Insights

Infrastructure management (especially road maintenance) shows the most significant satisfaction gap, indicating an urgent need for investment and improvement.

Council transparency and planning are critical focus areas for boosting public confidence and satisfaction

Strengthening community engagement and communication could significantly improve satisfaction ratings.

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## Opportunities for Improvement

Enhance road maintenance programs with clear timelines and updates.

Improve transparency in decision-making and value-for-money initiatives.

Address response times for complaints to boost public trust and satisfaction.



## Areas of Alignment

Bridging the Gap between  
Community Expectations and  
Councillor Focus

 Work Crew, Merriwa



### Infrastructure & Accessibility

**Community:** 97% rate road maintenance as important, but only 34% are satisfied.

**Councillors:** Emphasis on roads, ageing infrastructure, and renewal suggests a shared recognition of infrastructure challenges.

**Opportunity:** Enhanced focus on road maintenance could significantly improve satisfaction.

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### Governance & Communication

**Community:** 95% value council transparency but only 35% feel satisfied with value for money.

**Councillors:** Focus on communication, transparency, and trust is directly aligned with community feedback.

**Opportunity:** Improve communication on budget allocation and service delivery to enhance perceived value.

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### Housing & Growth

**Community:** 88% see access to housing as important; only 53% are satisfied.


**Councillors:** Addressing housing affordability and growth, particularly in Merriwa and Cassilis, shows a shared concern.

**Opportunity:** Accelerate housing strategies and Strengthen advocacy for urgent investment in housing infrastructure.



# What our youth told us.

To ensure the voices of our young residents are heard, we conducted a targeted survey with high schools across the Upper Hunter Shire. This simple survey asked two key questions, We received 65 responses, offering valuable insights into what matters most to the next generation in our community.

 Youth Colour Run







## What do you love about the Upper Hunter Shire?

**Community Spirit:** Young people value the friendly, close-knit nature of the Shire and enjoy events like festivals and sports activities.

**Natural Beauty:** Appreciation for rivers, parks, and open spaces where they can swim, fish, and explore.

**Local Opportunities:** Highlighted love for local amenities, such as skateparks, pools, and footy ovals.

 Scone Tennis Courts



## What we heard:

“The amazing, nice community and place with a lot of fun activities around.”

“The rivers, land, fish, Glenbawn Dam, rope swings, and school.”

“I love that the Upper Hunter Shire is very community-focused and likes to put on events for its community.”

“The freedom. It’s much better than living in a dirty city. Being able to breathe clean air is a blessing.”

“The scenery is something that’s difficult to replace... the sentimental and personal value that I have for this area allows it to become so much better.”





**How would you like to see the Upper Hunter Shire in 10 years' time?**

**Better Infrastructure**

Calls for improved roads, recreational spaces, and public transport.

“A pump track for bikes, a youth hangout area near the pool, and better recreational spaces for kids and teens.”

**Expanded Amenities**

Requests for more pools, fast food options, and community hubs for youth.

“A stronger connection between Council and the people, with improved support for schools and students who are the future of this area.”

**Sustainability and Growth**

Aspirations for a cleaner, greener Shire with well-maintained facilities and support for schools and families.

“Flourishing and green, with nice painted shops and houses... bigger shops so we don't have to travel as far as Muswellbrook.”

**What we heard:**


“Improved public transport systems that connect rural communities to larger towns and cities.”

“I would like to see the youth centre open more regularly and more opportunities for young people in small rural towns.”

 Wheelchair Basketball





 Aberdeen Highland Games





# Community Priorities

Council has identified five community priorities to guide Council's agenda.







## A connected community

Developing and deepening connections of people to each other and their community.



### Strategic Objectives

- 1.1 Advocate for and increase the availability and affordability of health and medical services across the Shire.
- 1.2 Advocate for aged care, disability services, and youth engagement facilities to foster a connected, supported community.
- 1.3 Promote and encourage active, healthy lifestyles through accessible recreational, sporting, and community facilities.
- 1.4 Enhance partnerships to maintain a safe and resilient community.
- 1.5 Advocate for, support, and provide services and facilities that strengthen social cohesion and inclusion.
- 1.6 Provide and support a range of community events, festivals, and celebrations.
- 1.7 Acknowledge and respect Aboriginal and Torres Strait Islander culture, heritage, and people.
- 1.8 Improve public transport access and local connectivity, especially in rural towns.

 Flag Raising Ceremony, Scone



# Protected Environment

Ensuring the ongoing protection of our environment and natural resources.



## Strategic Objectives

- 2.1 Advocate for, facilitate, and support programs that protect and sustain our environment for future generations.
- 2.2 Encourage and support community participation in environmental stewardship.
- 2.3 Ensure climate change adaptation strategies, hazard response, and environmental policy remain current and relevant.
- 2.4 Maintain rigorous strategic land use planning and development controls to safeguard natural assets, heritage, and biodiversity.
- 2.5 Provide customer-friendly, responsive, and environmentally responsible assessment and regulatory services.
- 2.6 Protect strategic agricultural lands, equine critical industry clusters, and natural resources.
- 2.7 Support renewable energy initiatives and encourage sustainable practices across the Shire.
- 2.8 Promote practical waste minimisation, recycling education, and sustainable water use.






# Thriving Economy

Strengthening our vibrant industries and economy while seizing emerging opportunities.

## Strategic Objectives

- 3.1 Support local jobs by helping small businesses, farming, equine industries, and new industries grow.
- 3.2 Encourage more affordable housing for workers, young people, and families.
- 3.3 Keep town centres and public spaces attractive, functional, and well-maintained.
- 3.4 Promote the Upper Hunter's brand, tourism, and key events.
- 3.5 Grow tourism by supporting new ideas and visitor experiences.
- 3.6 Work with others to bring more funding and investment into the Shire.

 Scone, Sale Yards







# Quality Infrastructure

Maintaining and developing our infrastructure network to meet the ongoing needs of our population.

## Strategic Objectives

- 4.1 Deliver targeted road maintenance, upgrades, and renewal programs, with transparent communication on progress.
- 4.2 Provide reliable, safe water supply and sewerage services for current and future generations.
- 4.3 Maintain clean, well-designed, accessible public spaces, parks, and facilities that encourage active participation.
- 4.4 Improve infrastructure accessibility, lighting, footpaths, and public transport connectivity, particularly in smaller towns.
- 4.5 Plan and invest strategically in infrastructure to meet the demands of growth, climate resilience, and community expectations.







## Responsible Governance

Providing efficient and responsible governance in order to effectively serve the community.



 Mayor Cr Maurice Collison

### Strategic Objectives

- 5.1 Effectively and efficiently manage the business of Council, while encouraging an open and participatory Council with an emphasis on transparency, community engagement, action and response.
- 5.2 Improve transparency, and communication on Council's planning, budgets and decision making.
- 5.3 Effective financial and asset management to ensure council's long-term sustainability.
- 5.4 Open and effective communication methods and technology are utilised to share information about Council plans, intentions, actions and progress.
- 5.5 Community is effectively engaged, can provide opinion and contribute to decisions that plan for the present and future of the Upper Hunter Shire.
- 5.6 Develop and maintain effective reporting systems that enable Council to measure and report on performance.
- 5.7 Effective management of risk underpins all Council decisions, service delivery and behaviours.
- 5.8 Develop leadership skills and build networks through a range of formal and informal opportunities.
- 5.9 Ensure Council is a great place to work by supporting Council employees in maximising their contribution.
- 5.10 Encourage and build strong partnerships between the Community, business and all levels of government to support implementation of the CSP 2035 and to deliver the Community priorities.
- 5.11 To participate and encourage regional coordination and planning between Councils and other organisations.
- 5.12 Provide timely and effective advocacy and leadership on key community issues and priorities.






## Upper Hunter Shire Council

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 Town of Murrumbidgee