

# CREATE SINGLETON 2032

COMMUNITY STRATEGIC  
PLAN 2022 - 2032

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**SINGLETON**  
COUNCIL



## ACKNOWLEDGEMENT

Singleton Council acknowledges the Wanaruah, Wonnarua people and their custodianship of the land in the Singleton Local Government Area. We also acknowledge all other Aboriginal and Torres Strait Islanders who live within the Singleton Local Government Area and pay our respect to elders past, present and future.



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# FROM THE MAYOR

CR SUE MOORE



This Create Singleton 2032 Community Strategic Plan comes at a pertinent time for the people of our local government area (LGA) as we focus on fulfilling the needs of our community now, as well as look forward to ensure Singleton's ongoing vitality and importance to NSW.

We are on the precipice of significant global change that will have unavoidable impacts for our local community and economy. That includes the repercussions of the COVID-19 pandemic; climatic change and growing intensity of natural disasters; and of course conversations about the future of coal and energy production in boardrooms and dinner tables around the world.

While many of those decisions will be made far beyond the local level, what Create Singleton 2032 represents is how the people of Singleton are responding to the challenges with actions we can take now, together, to drive our community forward.

Based on more than 2000 interactions with people across our local government area, the community's vision for the next 10 years, quite rightly, brings the focus back to livability and appreciation for all that makes Singleton unique.

As we launch this document in the same year as the Singleton Arts and Cultural Centre, it's opportune

to reflect on the special place our area holds for the people of the Wonnarua, Wanaruah, the importance of our role in the European settlement of the colony of NSW and ensuing evolution as the State's engine room through agriculture, mining and natural resources.

It's also a timely reminder that we have endured great cultural and economic change before, and our natural assets mean we're well placed - quite literally, in geographical terms - to shift and thrive again.

What you told us was that you want a Singleton that is modern and connected, with all the state-of-the-art facilities and conveniences of cosmopolitan living but without sacrificing the small town feel that makes our towns and villages the special places they are to live.

You want a strengthened focus on "local" through shared pathways and bike tracks, shopping, events, and entertainment, more ways for us to experience and engage with local places and people.

But just as important as understanding and delivering what our community wants is how you want it to happen. Sustainability, both environmental and financial, and strong cohesive leadership will be the cornerstones to how our success is determined and ultimately measured. I am proud to be joining you on this journey, and will advocate at all levels to ensure Singleton's prosperity for generations to come.

Create Singleton 2032 is an important document because it is the vision set by our community for the Singleton they want in the next 10 years, and the guide for all of Council's operations to deliver us there.

I particularly highlight the word "create", because it is not used by accident. As an organisation, we're strongly aware of and committed to our purpose to create the community we're all proud to be part of, where people can live, work, play, invest and thrive.

More importantly, what is really exciting about this process is that as we review previous versions of Singleton's Community Strategic Plan to measure our achievements on the road already travelled, it reinforces that challenges can also bring opportunities for the Singleton of the future. And we all have a hand in the future we'll create together.

This is particularly so as we navigate a period of challenge for our economy and our community on a range of fronts, including the impacts of the COVID-19 pandemic, intensifying natural disasters and of course, global conversations about the future of coal and energy production.

We already know Singleton is very well-placed for an economic evolution: literally, through its location in the heart of the Hunter and just a stone's throw from Sydney and Newcastle ; logistically, as a Business Fibre Zone as part of the NBN broadband network with access to high-speed internet;

and socially as a destination for people and families looking for a regional escape from city life without sacrificing city conveniences.

From more than 2000 interactions with our community, we know what the people of Singleton love about where we live, what we need to protect, and what we need to enhance to continue to grow our area's appeal to businesses, investors and residents.

To that end, and directed by the leadership and guidance of our elected Council, our role is to deliver our community's vision and enhance Singleton's livability in a way that is sustainable and meaningful now, while keeping an eye a long way down the road to make provision for the people who will benefit from our fortitude.

Creating the Singleton of the next decade means streamlining our objectives and actions to ensure we're clear on the path, we can measure our success, and that we're accountable to you. Although we have the map, we still have to take the journey. My team and I look forward to working with you to create the Singleton we all want for 2032.

## FROM THE GENERAL MANAGER

JASON LINNANE





# OUR SINGLETON

The Singleton Local Government Area (LGA) has a resident population of 23,380 and covers an area of 4,893 square kilometres (ABS, Census 2016). The Singleton township is located on the banks of the Hunter River, 197 kilometres north-west of Sydney and 80 kilometres northwest of Newcastle.

Singleton is home to a diverse mix of commerce and industry, including agriculture, vineyards, tourism, defence and retail; however, light and heavy industry, power generation and particularly coal mining are the dominant economic drivers.

The LGA boasts a commanding natural environment with 40 per cent of its area made up of the world heritage-listed Wollemi, Yengo and Mount Royal National Parks. It was at Whittingham that the first European exploration party came upon the Hunter River and extolled the virtues of land “as fine as imagination ... can form”, literally sowing the seeds of agriculture and enterprise to help the fledging colony of New South Wales to prosper. Today, Singleton’s abundance of natural resources continues to help support the State’s economy.

The Singleton LGA and wider Hunter Region are entering a new and exciting era with a growing population, greater economic evolution and expanding global gateways to the rest of the world. With modern conveniences, state-of-the art facilities and infrastructure offered with a country lifestyle, as well as a doorstep to a world-class university, cutting edge hospitals and national sports and cultural events, Singleton continues to expand its status as a leading regional economy with exceptional liveability.

## COMMUNITY SNAPSHOT



**23,573**  
Population

**37** yrs  
Median age



**40%**  
Classified as  
National Park



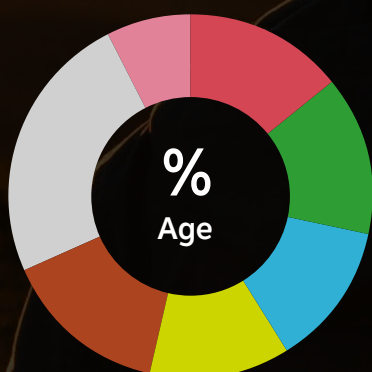
**3**  
World Heritage-listed  
National Parks



**79**  
Parks + reserves



**4,893** km<sup>2</sup>  
LGA area



**4**  
Protected  
Aboriginal Places



**6,347**  
Recorded Aboriginal  
Cultural Heritage sites



**16,325**  
jobs within Singleton



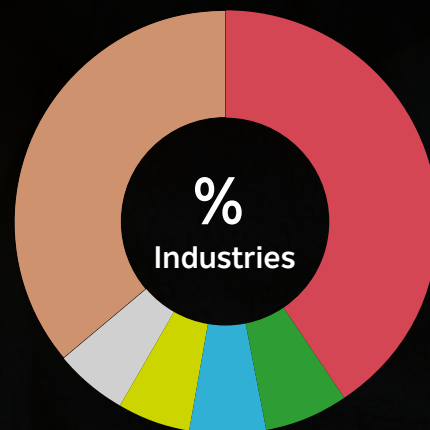
**156**  
Heritage items  
in Singleton LGA



**37**  
Historic buildings  
on the Singleton  
Heritage Walk

Main Employing  
Industries

- 40.59% Mining
- 6.50% Public Administration + Safety
- 5.82% Construction
- 5.70% Retail Trade
- 5.38% Accommodation + Food Services
- 36.01% Other



Source: ABS 2016





# OUR **VISION + VALUES**





## OUR VALUES

**Integrity:** We act with commitment, trust and accountability.

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**Respect:** We are open, honest, inclusive and supportive.

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**Excellence:** We strive to achieve the highest standards.

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**Innovation:** We are creative, progressive and strategic.

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**Enjoyment:** We promote a harmonious, productive and positive workplace.

## OUR VISION



**Vibrant**



**Progressive**



**Resilient**



**Connected**



**Sustainable**



# OUR COUNCILLORS



CR GODFREY  
ADAMTHWAITE



CR BELINDA  
CHARLTON



CR SUE GEORGE



CR TONY JARRETT  
(Deputy Mayor)



CR HOLLEE JENKINS



CR MEL MCLACHLAN



CR TONY MCNAMARA



CR SUE MOORE  
(Mayor)



CR VAL SCOTT



CR DAN THOMPSON

# OUR EXECUTIVE LEADERSHIP TEAM



**JASON LINNANE**  
General Manager



**JUSTIN FITZPATRICK-BARR**  
Director Planning +  
Infrastructure Services

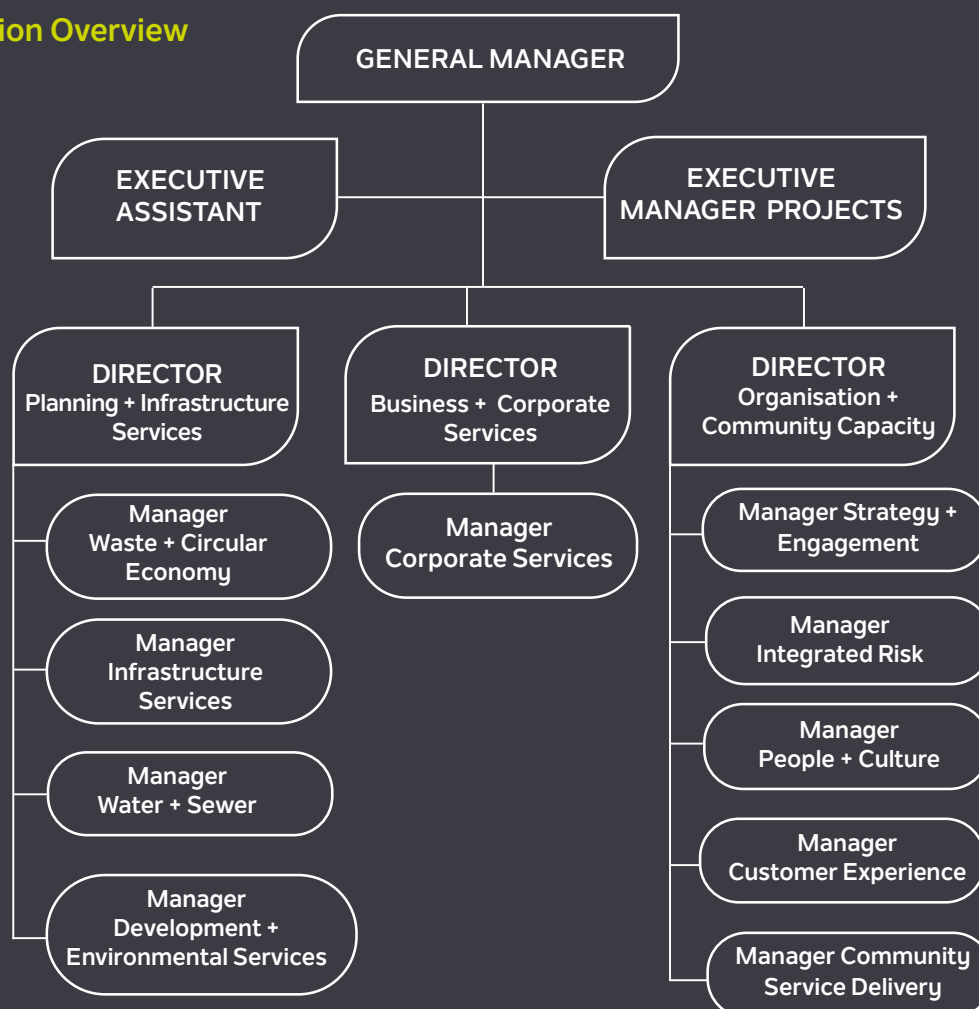


**DWIGHT GRAHAM**  
Director Business +  
Corporate Services



**VICKI BRERETON**  
Director Organisation +  
Community Capacity

## Organisation Overview







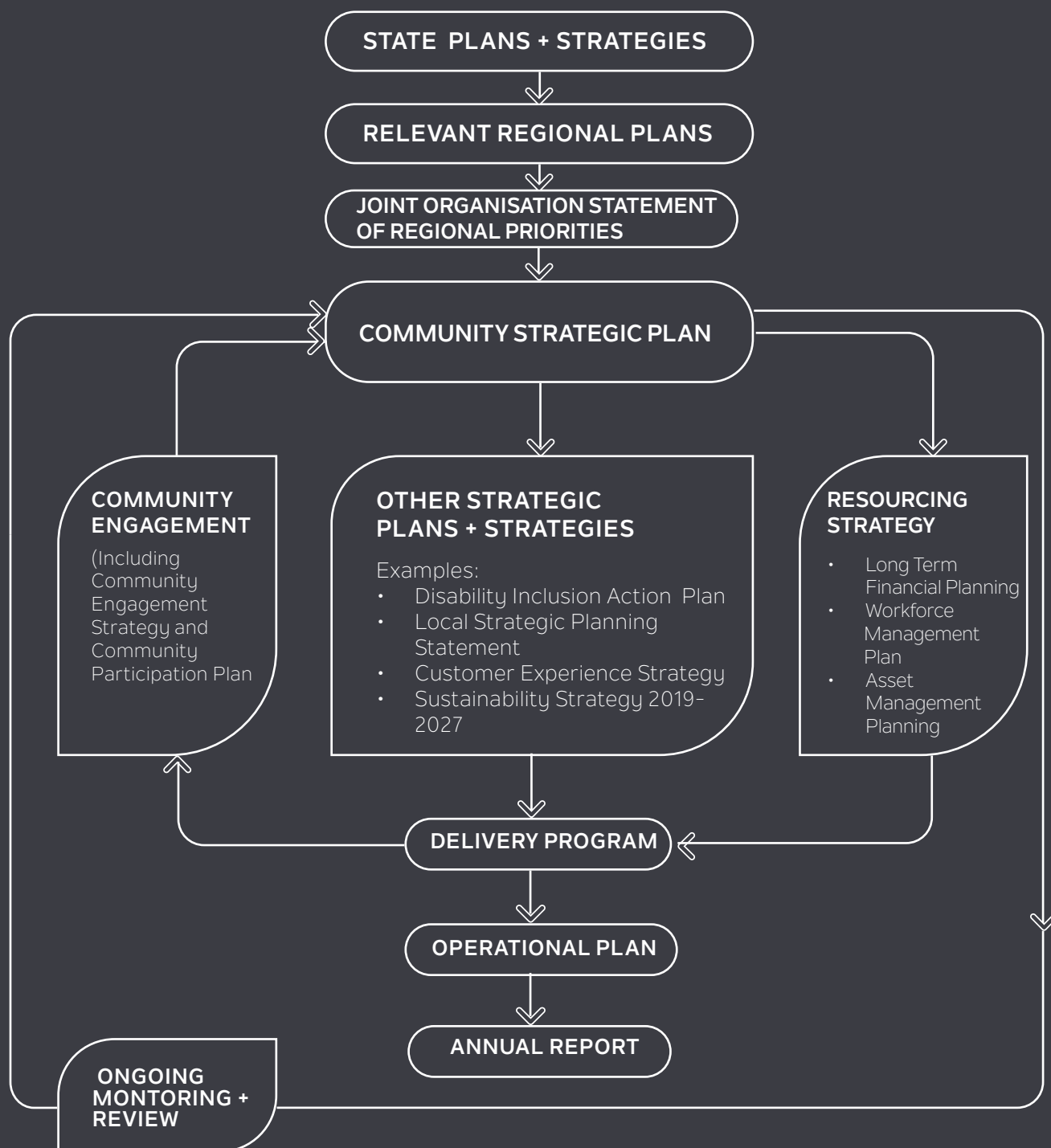
# OUR **FRAMEWORK**

## **INTEGRATED PLANNING + REPORTING (IP+R) FRAMEWORK**

The Community Strategic Plan (CSP) is the highest level of strategic planning that local councils undertake. It is the keystone document of the NSW Government Integrated Planning and Reporting (IP+R) Framework.

The framework provides the integrated approach to strategic and operational planning, including identifying the resources required for delivery and the need for ongoing monitoring, evaluation and engagement with the community.

## Integrated Planning + Reporting (IP+R) Framework



*This diagram demonstrates Singleton's response to the IP+R Framework.  
IMAGE: Personalised IP+R framework diagram including some of our strategies*

## CREATE SINGLETON 2032

The CSP is based on the vision, aspirations and priorities set by our community. The CSP sets our strategic vision for the next 10 years, which we have termed Create Singleton 2032. This plan is reviewed every four years to ensure it meets the needs of our community.

Create Singleton 2032 was developed through consultation and engagement with the community including Council, other levels of government, business, other organisations and our residents and visitors. The plan is prepared with consideration of the social justice principles of equity, access, participation and rights. It also addresses economic, environmental, leadership and social issues.

## DELIVERING CREATE SINGLETON 2032

Our Delivery Program 2022-2026 outlines the deliverables and actions Council will undertake over the next four years to enable us to achieve the objectives identified in the Community Strategic Plan 2022- 2032. It is reviewed every election to ensure that it aligns to the community's priorities and needs.

## OPERATIONAL PLAN

The Operational Plan identifies the individual projects and activities that Council will undertake annually to achieve the commitments made in the Delivery Program and in turn, the Community Strategic Plan. It is reviewed every year and is aligned to our annual budget and resourcing strategies.

## RESOURCING STRATEGY

**The Resourcing Strategy consists of 3 components:**

**Long Term Financial Planning - 10 Year**

**Asset Management Planning - 10 Year**

**Workforce Management Plan - 4 Year**

The Resourcing Strategy supports to delivery of the CSP and Delivery Plan by demonstrating how Council will allocated resources to deliver the objectives under its responsibility.

## REPORTING ON CREATE SINGLETON 2032

Council is committed to improve community reporting and demonstrating progress towards achieving our community's vision. As part of the IP&R Framework requirements, progress of our accomplishments in achieving this plan will be reported via:

**Quarterly Financial Budget Review Statement**

**Bi-Annual Operational Plan Report**

**Annual Report (including State of Environment)**

**State of our LGA Report (every 4 years)**



## OUR ROLE

Singleton Council takes a leading role in the implementation of this plan. However, collaborating and advocating with other levels of government, industry, community organisations and individuals is crucial to achieving our long term goals.

Through our community feedback and engagement many challenges and opportunities have been raised including topics such as health, education, environmental protection and transport. Delivering on these priorities is largely the responsibility of the NSW Government. Council is committed to advocating and facilitating change and improvement on behalf of the community in these areas.

**In the delivery of this plan we will undertake the following roles:**



### **Deliver**

As part of its core business, Council provides these services and assets



### **Collaborate**

Council will support and partner with community, government and private organisations to deliver benefits and services to the community.



### **Advocate**

Council will continue to influence others to create positive change for our community through advocacy and our advocacy agenda.



### **Regulate**

Council will continue to regulate activities as required by our legislations

## OUR SUCCESS

We have a range of indicators and measures to assist us in measuring our performance and success in achieving our strategies and plans. Our measures also support our evidence-based decision making approach.

### **OUR INDICATORS**

Community Indicators – the wellbeing of our Community and LGA (Community health and wellbeing indicators)

Service Indicators – Service provision measures for services delivered by Council







# OUR **ADVOCACY**

## SINGLETON ADVOCACY AGENDA

Putting our community first is paramount for Singleton Council. It is the cornerstone of everything we do, which is why the Singleton Advocacy Agenda plays an important role in setting Council's direction ahead of state and federal elections. This agenda lays the foundation for Council and the community to commence action today that will create long-lasting change into the future. If acted upon, this agenda will form the blueprint for our local government area's transformation.

## **Commitment to accountable and tangible leadership to drive a whole of region approach to economic evolution**

Develop and implement a leadership and governance model that provides direction, drives innovation and is accountable for long-term economic evolution of the region.

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Seek commitment to resource and develop a transparent land use-based policy position on final mining land use that aligns with local strategic land use planning outcomes and ensure current and future socio-economic considerations are managed appropriately.



## Ongoing commitment to Resources for Regions funding program for mining communities

Seek long-term commitment to the Resources for Regions funding program to continue to recognise and provide certainty for mining communities.

## Upgrades to Singleton Police Station and appropriate staffing

Seek commitment on the scope of works, timing and budget allocation for a new police station for Singleton.

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Seek commitment for the appropriate allocation of staffing numbers to enable 24-hour operation of the station.

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Seek certainty on the timeline for refurbishment of the Jerrys Plains police residence to restore a full-time police presence in the village as soon as possible

## Leadership on waste and recycling issues

Seek commitment to actively work with industry and local government to develop a viable strategic policy position.

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Seek funding commitment to ensure recycling infrastructure is delivered.

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Seek commitment for 100% of the waste levy to be returned to local governments for community waste minimisation and recycling programs.

## Changes to cost shifting model imposed by State Government

Seek commitment that no new, increased or transferred responsibilities will be imposed on local government without a sufficient corresponding source of revenue or revenue-raising capacity.

## WHAT WE HAVE ACHIEVED

### ✓ IMPROVED RESOURCES FOR REGIONS FUNDING PROGRAM

with an allocation of a fixed percentage of funds based on the level of impact to mining communities.

### ✓ INCREASED PASSENGER TRAIN SERVICES TO AND FROM SINGLETON

with a commitment to fully fund an increased level of service on a trial basis.

### ✓ UPGRADES TO POLICE FACILITIES IN SINGLETON

with a commitment of \$12 million for a new, fit-for-purpose police station.

### ✓ SINGLETON BYPASS

design improved with a full interchange now planned for the Putty Road.

### ✓ COMMITTEMENT TO ACCOUNTABLE AND TANGIBLE LEADERSHIP

to drive economic evolution with the commitment to establish a statutory body and provide funding via the proposed Resources for Rejuvenation program.

### ✓ REVISION OF TfNSW ROADS MAINTENANCE CONTRACT TO IMPROVE MAINTENANCE OF NEW ENGLAND HIGHWAY

to include the entire New England Highway corridor in Singleton.







### **Upper Hunter water security planning, works and protection of water utility status**

Seek commitment to protect Singleton's water utility business and services.

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Seek commitment to fund Hunter Valley drought minimisation and water security planning.

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Seek commitment for equity in progressing projects included in the draft Lower Hunter Water Security Plan, in particular the Lostock Dam to Glennies Creek Dam pipeline to benefit both the Lower Hunter and Upper Hunter.

### **Expansion of health services in Singleton**

Seek commitment to maintaining and expanding health services in Singleton.

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Seek commitment for infusion room for chemotherapy at Singleton Hospital.

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Seek commitment for MRI machine at Singleton Hospital.

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Seek commitment for mental health services in Singleton.

### **Environmental issues associated with power stations and mines**

Seek commitment to develop a transparent cumulative impact policy position on amenity from mining and power stations that align with local planning outcomes and community expectations.

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Seek commitment to undertake an independent review of the impact of coal ash and coal ash by-products on local and regional waterways and catchments.

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Seek commitment to research and investigate reuse potential of mining and power generation waste streams to reduce the environmental and social impacts of long-term storage and rehabilitation of coal reject, tailings and coal ash deposits, dams and stockpiles.

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Seek commitment for all regional areas to be treated equally with metropolitan areas and for standards to be improved to reflect world's best practice.

## **Commitment to the agriculture industry and improved drought support**

Seek commitment to an increase in drought support.

Seek commitment to fund identified infrastructure projects to aid rural communities.

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## **Simplification of State-delivered grant programs**

Seek commitment to provide a four-year structured grant funding allocation for economic and social infrastructure that is evenly distributed to each local government area.

## **Commitment to telecommunications and Connectivity**

Seek commitment for the equitable provision of telecommunication infrastructure and services

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Seek commitment to improve mobile service levels in Singleton's villages

## **Review of the standard instrument Local Environmental Plan (LEP) for rural landholders.**

Seek commitment to review the standard instrument LEP for dwelling entitlement to provide certainty and flexibility for rural residents.

## **Ongoing commitment to the expansion of vocational education programs in Singleton**

Seek commitment to increase resources, staffing and services to improve provision of vocational training and integration with local school network and other providers.

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Seek ongoing commitment for resourcing and staff training to continue the successful delivery of the Outcomes of Trade Training Program.

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Seek commitment to continue to support the Singleton TAFE campus, including the expansion of course offerings and trade training.

## **Provision of affordable housing**

Seek commitment to increase the stock of affordable housing options across the Singleton LGA to cater for all demographics including age and levels of income.







## OUR **SUSTAINABILITY GOALS**

The United Nations Sustainable Development Goals (SDGs) are a set of global principles to guide action. Seventeen goals and associated global targets, actions and indicators were adopted in 2015 by nations (including Australia) and were designed with national governments in mind as a voluntary agreement among the United Nations' 193 member states.

All member states agree on the intent behind the goals to address common global issues. More information on the SDGs can be found at <https://www.singleton.nsw.gov.au/sustainabledevelopmentgoals> and <https://www.singleton.nsw.gov.au/1039/Singleton-Sustainability-Strategy>

The SDGs can be used by local government, industry and non-government organisations to address issues relevant to the local context that work towards meeting the global targets and actions. The adoption of the SDGs is not mandatory, allowing Singleton Council to adopt goals that are relevant to our local government area.

Through the Singleton Sustainability Strategy 2019-2027, Council has identified four of the SDGs as the most important to drive the entire Local Government Area in a sustainable direction.





**UN SDG Mission Statement: ‘A blueprint to achieve a better and more sustainable future for all people and the world by 2030’**

The purpose of employing these four goals is to ensure that both Council and our community have both the knowledge and perception required for the long-term sustainable development of our LGA and to provide clear direction in achieving sustainable outcomes.

Importantly, the goals can empower both Council and the community to define their roles and responsibilities. Finally, our goals provide an opportunity to promote integration of our economy, environment and society.

Council will continue to explore these goals and others through the life of this CSP.

**The focus of the Sustainability Strategy for Singleton is:**



# OUR ALIGNMENT WITH STATE AND REGIONAL PLAN

The diagram below demonstrates how the CSP aligns and integrates with the State and Regional planning goals.

STATE/REGIONAL PLAN	OUR FIVE PILLARS	
	Our People	Our Places
NSW 2021	✓	✓
NSW Government Cultural Infrastructure Plan 2025+	✓	✓
NSW Government Circular Strategic Plan 2020-2023		✓
NSW Government Net Zero Plan State 1: 2020-2030		✓
NSW Smart Places Strategy	✓	✓
NSW Disability inclusion Action Plan (2020-2024)	✓	✓
Hunter Regional Plan 2036	✓	✓
Hunter Joint Organisation (HJO) Strategic Plan 2018-21	✓	✓
Hunter Regional Transport Plan		✓

	Our Environment	Our Economy	Our Leadership
1	✓	✓	✓
2		✓	✓
3	✓	✓	
4	✓	✓	✓
5	✓	✓	✓
6		✓	✓
7	✓	✓	
8	✓	✓	
9			





# OUR ENGAGEMENT

What the community tells us is extremely important and is the foundation for setting deliverables and actions within of this CSP.

A great portion of our community engaged in our modes, we received over 2000 interactions across the different engagement activities including:

Nine written submissions

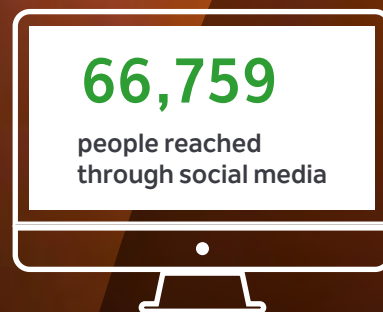
12 Children's art competition entries

206 Facebook submissions

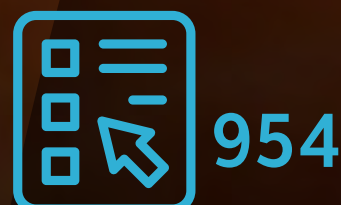
105 Post-it wall (following on from Shadowgram)

229 Dots – Dotmocracy board

3 Roadshows



206 Facebook submissions  
2 Virtual workshops



**Responses to survey**

904 responses to survey #1  
50 responses to survey #2

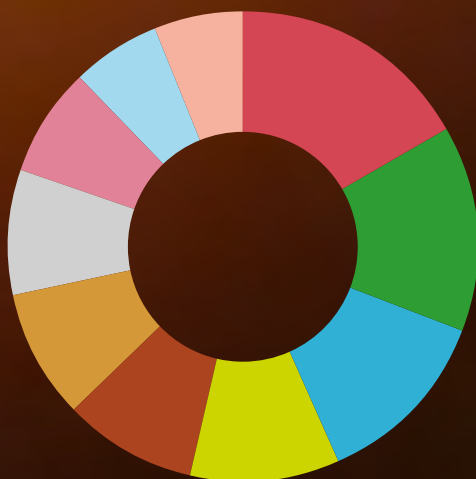
## ENGAGEMENT SNAPSHOT

64%

Feel we are on our way to achieving the Vision for Singleton to be 'Vibrant, Progressive, Connected, Sustainable , Resilient

74%

When asked to describe Singleton and the LGA, over 74% of the responses were positive descriptions



Top 10 priority themes identified through the engagement include:

### THEMES

- Walking / Pathways/ Bike tracks
- Bypass
- Retail
- Events
- Entertainment / Activities
- Tourism
- Youth
- Evolve away from mining
- Arts/ Culture
- Hospitality



# OUR PRIORITIES



## OUR PEOPLE

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Our Community is creative, vibrant, inclusive, safe, health and sustainable.  
Our Community is resilient, educated, inclusive, connected and engaged



## OUR PLACES

---

Our Places are sustainable, adaptable and inclusive.  
Our Places are vibrant, connected, innovative and safe.



## OUR ENVIRONMENT

---

Our Environments are valued, preserved, respected and enhanced  
in a sustainable way.



## OUR ECONOMY

---

Our Economy will demonstrate diversity, resilience and innovation.  
Our Economy will be smart, embrace growth and provide security  
for the future.



## OUR LEADERSHIP

---

Our Council is trusted, accountable, responsible and  
community focused





## WHAT WE WILL DELIVER

- **30** **STRATEGIES**  
(COMMUNITY STRATEGIC PLAN)
- **115** **DELIVERABLES**  
(DELIVERY PLAN)
- **174** **ACTIONS**  
(OPERATIONAL PLAN)



# OUR OPPORTUNITIES + CHALLENGES

Our engagement with the community identified a variety of opportunities and challenges which have been considered in the creation of the CSP. These include:

## **Affordable Housing**

Affordable Housing and increasing the range of available housing in our LGA is a challenge and opportunity. Ensuring we keep up with demand with development opportunities and attracting developers, investors and residents so Singleton is viewed as a destination of choice.

## **Changing Environment**

Singleton is built on rich natural resources, preserving and sustaining our environment and the longevity of these resources while driving an increase in the use of renewable energy and responding to the changing environment are key opportunities. Delivering programs, projects and initiatives derived from our Sustainability strategy will enable us to support the community and deliver upon the United Nations Sustainable Development Goals (SDGs).

## **Community Engagement**

Council recognises and values the vast knowledge and experiences of the people who make up our diverse community, and is committed to placing our community at the heart of what we do. We have an opportunity to increase and improve our community engagement through a variety of different approaches. to ensure we are meeting the needs of our community.



## **Economic Evolution**

The local economy of Singleton is supported by its diverse industrial base, ranging from mining through to agriculture, equine and defence. With evolving international markets and national targets related to the coal and mining industry, there is an opportunity for the economy to diversify and evolve.

## **Education**

Ensuring continued investment and sustainable growth in our educational and training facilities within the LGA ongoing challenge for the community. This challenge helps drive our advocacy agenda and improve our collaboration with State Government and Educational Providers.

## **Entertainment for our Community**

Community connectedness and collaboration has been affected by COVID 19, with limits on events and people coming together. Supporting the Community to recover from the pandemic provides Council with the opportunity to continue our support and encourage events, festivals and sporting competitions to take place in the Local Government Area (LGA). Council will work towards providing the community with a wide range of entertainment options.

## **Facilities + Infrastructure**

COVID -19 has brought about unparalleled challenges for us as a community, however it has also provided us opportunities to continue to increase the utilisation of our sporting facilities as well as improve accessibility and access wider parts of our LGA through increased walking tracks, footpaths and bike trails. Supporting our community to continue to keep health, safe and active will be an ongoing focus.

## **Trust + Transparency**

Transparency and accountability are vital attributes to build trust and reliability for the community. Council is committed to putting our customers at the centre of everything we do. Through our Customer Experience Strategy and increased service delivery output we will ensure that we are providing the best service we can to our community.

## **Visitor Economy**

Singleton has world class parks, vineyards and facilities and all the makings of a top tourism destination. We have the opportunity is to continue to build upon our current offerings and support local business (shops, accommodation, vineyards) and tourism operators to promote and tell our story.



# HOW TO READ THE PLAN

SINGLETON COUNCIL

## 1 OUR PEOPLE

### 2 OUR OBJECTIVES *(Where we want to be in 10 years time)*

Our community is creative, vibrant, inclusive, safe, healthy and sustainable.  
Our community is resilient, educated, inclusive, connected and engaged.

### 3 OUR STRATEGIES *(How we will get there)*

- 1.1 Provide services and facilities that meet the needs of our community at different stages of life
- 1.2 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain
- 1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles
- 1.4 Advocate and Collaborate with Government and other agencies to improve services relating to but not limited to health, education, integration, connectivity, security and well-being
- 1.5 Facilitate and support programs and activities which promote inclusion and celebrate diversity

### 4 OUR MEASURES *(How will we know when we have arrived)*

#### Community Indicators

- Increasing Index of Disadvantage (Social Economic indexes for Areas - SEIFA)
- Decreasing crime rates
- Increasing healthy lifestyles (as reported by Hunter New England)

#### Service Indicators

- Increasing participation rates (participation number in events/ programs)
- Increasing rate of engagement (number engaged/ diversity of groups)
- Increasing customer satisfaction - trending towards 80%





**1 PILLAR**  
Our priority focus areas

**2 OBJECTIVES**  
These are the long term priorities and aspirations for our LGA. Where we want to be in 10 years time.

**3 STRATEGIES**  
Our strategies are how we are going to achieve our long-term objectives.

**4 MEASURES**  
These are the measures that wil help us track our progress in achieving our long-term objectives.

**5 SUPPORTING STRATEGIES**  
These are the supporting strategies documents and plans we have included in our IP&R framework that enable us to deliver on our long-term objectives and deliverables.

**5 SUPPORTING STRATEGIES**

- Aboriginal Reconciliation Action Plan
- Arts and Cultural Strategy 2020-2030
- Community Development Strategy
- Community Development Management Plan
- Companion Animals Management Plan 2018
- Disability Inclusion Action Plan



# OUR PEOPLE

## OUR OBJECTIVES *(Where we want to be in 10 years time)*

---

Our community is creative, vibrant, inclusive, safe, healthy and sustainable.

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## OUR STRATEGIES *(How we will get there)*

---

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## OUR MEASURES *(How will we know when we have arrived)*

---

### Community Indicators

- Increasing Index of Disadvantage (Social Economic indexes for Areas - SEIFA)
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### Service Indicators

- Increasing participation rates (participation number in events/ programs)
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## SUPPORTING STRATEGIES

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- Aboriginal Reconciliation Action Plan
- Arts and Cultural Strategy 2020-2030
- Community Development Strategy
- Community Development Management Plan
- Companion Animals Management Plan 2018
- Disability Inclusion Action Plan





# OUR PLACES

## OUR OBJECTIVES *(Where we want to be in 10 years time)*

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Our Places are sustainable, adaptable and inclusive.

Our Places are vibrant, connected, innovative and safe.

## OUR STRATEGIES *(How we will get there)*

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- 2.1 Provide safe and well-maintained facilities, land and infrastructure
- 2.2 Improve transport connectivity and support sustainable alternatives
- 2.3 Provide safe and reliable water and sewer services
- 2.4 Facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community
- 2.5 Promote and facilitate sustainable village living

## OUR MEASURES *(How will we know when we have arrived)*

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### Community Indicators

- Increase in Public transport access

### Service Indicators

- Infrastructure Backlog Ratio
- Asset Maintenance Ratio
- Building and Infrastructure Asset Ratio
- Disability and Inclusion Action Plan deliverables



## SUPPORTING STRATEGIES

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- Advocay Agenda
- Asset Management Strategy
- Development Control Plan (DCP)
- Drought and Emergency Response Management Plan
- Emergency Management Plan
- Integrated Water Cycle Management Plan
- Lake St Clair Plan of Management
- Local Environmental Plan 2013
- Local Strategic Planning Statement 2041 (LSPS)
- Local Housing Strategy (due for adoption in 2022)
- Singleton Village Master Plans
- Village Parks Plan of Management





# OUR ENVIRONMENT

## OUR OBJECTIVE *(Where we want to be in 10 years time)*

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Our Environments are valued, preserved, respected and enhanced in a sustainable way.

## OUR STRATEGIES *(How we will get there)*

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- 3.1 Collaborate to enhance, protect and improve our natural environment
- 3.2 Advocate for quality clean air and quality rehabilitation
- 3.3 Promote efficient water, energy and waste management and increase reuse and recycling
- 3.4 Collect and manage urban storm water effectively
- 3.5 Manage and reduce risks from environmental pollution and disease
- 3.6 Increase the planning and preparedness for natural disasters

## OUR MEASURES *(How will we know when we have arrived)*

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### Community Indicators

- Improved air quality
- Decreased prevalence of priority weeds
- Decreasing household energy consumption
- Decreasing household water consumption

### Service Indicators

- Compliance with water quality targets (drinking, effluent, river health)
- Number of Heritage actions completed
- Increasing recycling, reuse and landfill diversion rates





## SUPPORTING STRATEGIES

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- Climate Change Adaption Plan (due for adoption in 2022/2023)
- Flood Study and Risk Management Plan
- Singleton Sustainability Strategy 2019-2027
- Singleton Futures Statement
- Singleton Waste Strategy 2013-2033



# OUR ECONOMY

## OUR OBJECTIVES *(where we want to be in 10 years time)*

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Our Economy will demonstrate diversity, resilience and innovation.

Our Economy will be smart, embrace growth and provide security for the future.

## OUR STRATEGIES *(How we will get there)*

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- 4.1 Attract new investment to increase the diversity and resilience of the Singleton economy
- 4.2 Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change
- 4.3 Continue to support local tourism operators to encourage Singleton LGA as a tourism destination
- 4.4 Enhance relationships between local business, industry and government to set strategic economic goals
- 4.5 Inform and inspire our community to be prepared and embrace jobs of the future
- 4.6 Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2032
- 4.7 Foster initiatives that strengthen Singletons brand identify

## Our MEASURES *(How will we know when we have arrived)*

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### Community Indicators

- Increase in visitor economy (no. of visitors)
- Increase in Gross Regional Product (GRP)
- Decrease in unemployment
- Increase in market diversition
- Trends in median house prices

### Service Indicators

- Number of programs undertaken
- Grant application success rate



## SUPPORTING STRATEGIES

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- Economic Development Strategy (due for endorsement in 2022)
- Hunter Valley Destination Management Plan
- Socio - Economic Development Strategy 2020-2024
- Singleton Tourism Strategy (due for endorsement in 2023)





# OUR LEADERSHIP

## OUR OBJECTIVE *(Where we want to be in 10 years time)*

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Our Council is trusted, accountable, responsible and community focused

## OUR STRATEGIES *(How we will get there)*

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- 5.1 Council's service delivery is aligned with our Community's needs and delivered the best way possible
- 5.2 People who are capable of meeting the challenges of the future
- 5.3 Provide accurate and timely communication to our Community
- 5.4 Develop strong partnerships to deliver services
- 5.5 To lead, govern and regulate in an ethical, equitable and transparent way
- 5.6 Improve the connectivity between the community, stakeholders and council to create an informed community
- 5.7 Infrastructure services, facilities and council are managed in a financial sustainable way

## OUR MEASURES *(How will we know when we have arrived)*

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### Service Indicators

- Risk management:
  - Minimise harm to people, property and the environment
  - Achieve an annual Lost Time Injury Frequency Rate (LTIFR) that is no higher than the average LTIFR across the preceding three years
  - Maintain or increase annual risk management maturity score
- Financial sustainability - achievement of Long Term Financial Plan
- Increasing employee engagement - trending towards 85%
- Service delivery - 95% completion of operational actions plans



## SUPPORTING STRATEGIES

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- Advocacy Agenda
- Business Operating Framework
- Customer Experience Strategy 2020-2024
- Information and Communication Technology (ICT) Strategy
- Integrated Risk Management Plan 2021-2024
- Long Term Financial Plan 2021-2031
- Organisational Excellence Strategy (due for adoption in 2022/2023)
- Workforce Plan - Our People Strategy 2022-2026











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