Delivery Program
2018-19 - 2021-22

UPPER LACHLAN SHIRE COUNCIL

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM

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1. WELCOME TO THE DELIVERY PROGRAM

The Delivery Program forms part of Council's Integrated Planning and Reporting Framework and is designed to provide a summary of the program actions and principal activities that Upper Lachlan Shire Council will undertake for the next four years for the period covering 2018/2019 to 2021/2022. The Delivery Program is designed to implement the strategies established in the Tablelands Regional Community Strategic Plan.

This Delivery Program should also be read in conjunction with Upper Lachlan Shire Council's 2018/2019 Operational Plan. The Delivery Program is focused on a four year period, while the Operational Plan focuses on a single year. The Delivery Program provides a single point of reference for all the principal activities undertaken by the Council.

In reading the Delivery Program you will see that Council is aiming to protect and enhance the lifestyles for all the communities within the Upper Lachlan Shire Council area; however it is also important that we protect our natural environment and resources. This is a difficult balance for any Council, as these ambitions are not necessarily complementary to each other. Nevertheless Council is committed to retaining this balance where possible.

The next four years promise to provide many and varied challenges to our Shire. The provision of essential infrastructure, such as roads and bridges, remains our biggest challenge with a huge geographical area to service and extensive road network this Shire encompasses. The capital works listed in the Delivery Program is extensive and outlines the key road, waste centres, water supply and sewerage service project works planned for the next four years, along with the major community facilities desired by our community.

The Delivery Program will be reviewed and updated annually by Council, incorporating community submissions to the program and to ensure the program evolves and remains aligned to Council priorities.


L-R Mayor Brian McCormack OAM and Deputy Mayor John Stafford

2.   WHAT IS THE DELIVERY PROGRAM?

The Delivery Program forms part of our Integrated Planning and Reporting framework. This framework aims to draw our various plans together, to assist in understanding how they interact and to get maximum leverage from our efforts by planning holistically for the future.

The framework has four key elements:
1.   The twenty-year Tablelands Regional Community Strategic Plan which outlines our broad vision for the future;
2.   A four-year Delivery Program, accompanied by a full budget, that details what we will do to implement the Regional Community Strategic Plan;
3.   An Operational Plan that records the planned activity and expenditure for each year;
4.   An Annual Report, which provides our community with a detailed account of what we have achieved each year and the progress made towards the implementation of the Delivery Program and Regional Community Strategic Plan.
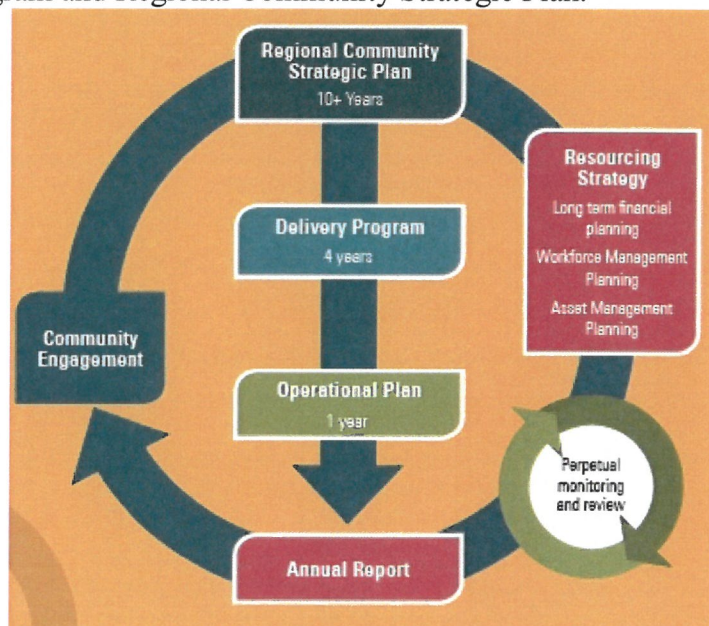
The Tablelands Regional Community Strategic Plan will be reviewed every four years. Each newly elected Council must complete this review by 30 June in the year following the local government elections and roll the planning forward by at least four years so that it is always, at minimum, a 10 year plan.

The Delivery Program will be prepared by 30 June in the year following a local government ordinary election and must be reviewed annually. The Delivery Program addresses the objectives of the Community Strategic Plan and identifies the principal activities that Council will undertake to meet those objectives. Financial estimates for the next four year period must also be included in the Delivery Program.

The Operational Plan is prepared on an annual basis and adopted prior to the beginning of each financial year. The document must outline the activities to be undertaken that year as part of the Delivery Program.

The Council Annual Report completes the Integrated Planning and Reporting Framework. The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan and is designed to be a report card to the community.

3.   MESSAGE FROM THE MAYOR

Council has developed a long term outlook for our activities, and most importantly, these activities will be based upon what the community as a whole desires to see happening within towns and villages in the Upper Lachlan Shire Council area.

Some of the key initiatives the community has told us they want to see happen in the future are:-

- Transport issues related to improvement of the Shire's roads and bridges network;
- Improvement in the town's water supplies and sewerage services;
- Investigate provision of new recreational opportunities within the towns;
- Retaining medical and health care facilities in the towns;
- Expand the promotion of the Shire and tourism to the region; and
- Provide a green waste collection service.

The goals in implementing the Delivery Program are quite simple:-

1.   We want people to be able to easily identify what the community's aspirations are for the towns and villages within the Shire;
2.   We want people to be able to see how we will be funding identified programs; and
3.   We want people to see what will be happening in the long term (10 years), in the medium term (4 years) and in the short term (annually).

The outcome from the goals should see Council's programs and activities better reflecting what the community as a whole wants. Council has tried to address the needs and demands from all cross-sections of the community. The public submissions that are received and their comments will be integrated into these final documents where appropriate.

The Delivery Program is the product of a team effort by Councillors, Council senior management, Council staff and valuable community input. It is a vital document that keeps the community informed of Council's plans and provides a link between the elected Council, the community and other Government agencies.

The Delivery Program also gives due regard to the NSW Premier's Key Priorities and other relevant state and regional plans and some of the key challenges that were identified at a state-wide level including:-

- Building infrastructure;
- Creating jobs;
- Improving government services.

The Upper Lachlan Shire Council has prepared a comprehensive capital works program for the Shire for the four year period to 30 June 2022.

Clr Brian McCormack OAM
Mayor

4.   MESSAGE FROM THE GENERAL MANAGER

The Integrated Planning and Reporting legislation articulates the responsibility of all Councils, under Section 402–406, of the Local Government Act 1993, to prepare and adopt a Community Strategic Plan, Delivery Program and Operational Plan.

In conjunction with the resource strategy requirements Council has also created the following integrated plans; including a Workforce Plan, Infrastructure Plan and Long-Term Financial Plan.

As part of Council's open and transparent governance, Council will assess the performance and effectiveness of each principal activity against its stated objectives. The performance and implementation of the Delivery Program will be reported to Council every six months.

Strategic Pillars and Principal Activities

Council has five Strategic Pillars; these include Community, Environment, Economy, Infrastructure and Civic Leadership. Interrelated to the achievement of these objectives is Council's Principal Activities. The Principal Activities are the core functions or services for which Council are responsible for delivering to the community.

Upper Lachlan Shire Council is employing a long term strategic focus with respect to all of Council's principal activities. Council has established a pathway for the future direction of the Council's major capital works, infrastructure renewals and operational projects.

Council has determined to take a longer term planning approach to address each Strategic Pillar, including issues such as the demographic changes in the Shire's population, and ageing public infrastructure.

I assure residents that all public submissions to the Delivery Program were considered by Council. A plan such as this will become a living document which we, as a community can add to and assist in reflecting the direction we endeavour to follow.

John Bell
General Manager

5.   COUNCIL VISION, MISSION AND VALUES

The Vision and Mission set out what the community and Upper Lachlan Shire Council aspire towards for the future of the Shire. These in turn are underpinned by Council's organisational Values and Aims. The Values influence the Council's strategies and plans to direct our outcomes which set out what we want to achieve for the community as a whole.

TABLELANDS COUNCIL'S REGIONAL VISION
To build and maintain sustainable communities while retaining the region's natural beauty.

MISSION
To provide services and facilities to enhance the quality of life and economic viability within the Council area.

VALUES
Council will conduct its activities in accordance with the values of:-

Sustainability in relation to the natural environment and develop sustainable outcomes through best practice, whilst ensuring inter-generational equity is addressed in decision making.

Integrity we will service our customers, both external and internal, in an open, honest, and ethical manner to create an environment of mutual respect, trust and professionalism.

Respect for the rights of individual citizens to express opinions and opportunities to participate in the open and transparent governance of the Shire.

Professionalism we will develop, empower and recognise staff to achieve professional excellence in customer service delivery.

AIM
To perform services in a cost efficient, effective and friendly manner in order to achieve Council's Mission in meeting the annual objectives and performance targets of the principal activities Council undertakes on behalf of the community.

L-R General Manager John Bell, Member for Goulburn Pru Goward MP, Deputy Mayor John Stafford, Director of Works and Operations Mursaleen Shah at the official opening of the Crookwell Water Treatment Plant.

6. GUIDING PRINCIPLES FOR COUNCIL

The Local Government Act 1993, Chapter 8A-8C, includes Principles for Local Government. In addition to Chapter 8A outlined below, there are principles for sound financial management and integrated planning and reporting principles that apply to Councils.

The Guiding Principles for Council are as follows:-

(1) Exercise of functions generally; the following general principles apply to the exercise of functions by councils:-

(a) Councils should provide strong and effective representation, leadership, planning and decision-making.
(b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
(c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
(d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
(e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
(f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
(g) Councils should work with others to secure appropriate services for local community needs.
(h) Councils should act fairly, ethically and without bias in the interests of the local community.
(i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

(2) Decision-making; the following principles apply to decision-making by councils (subject to any other applicable law):

(a) Councils should recognise diverse local community needs and interests.
(b) Councils should consider social justice principles.
(c) Councils should consider the long term and cumulative effects of actions on future generations.
(d) Councils should consider the principles of ecologically sustainable development.
(e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

(3) Community participation; Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

7. ELECTED REPRESENTATIVES / COUNCILLORS

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8. COUNCIL AND COMMITTEE MEETINGS STRUCTURE

Upper Lachlan Shire Council and Committee of Council Meetings are conducted in an open forum, with the only exceptions being those matters discussed in Closed Committee in accordance with Section 10(a), of the Local Government Act 1993, i.e. pertaining to personnel (Council staff), litigation, commercial in-confidence matters and the private business of individuals where confidentiality has been requested.

All Resolutions made at a closed part of a Council Meeting are made public by the Mayor or Chairperson of the meeting as soon as the closed part of the meeting has ended in accordance with Clause 253 and Clause 269 of the Local Government (General) Regulation 2005.

There are advisory committees of Council and Section 355 Committees of Council that are delegated authority to act on Council's behalf in accordance with their individual charter.

COUNCIL MEETINGS

The Ordinary Meetings of Council are held on the third Thursday of each month commencing at 6pm. All ratepayers and residents of the local government area are welcome to attend Council and Committee of Council Meetings.

The Ordinary Council Meetings are held at the Crookwell Council Chambers, situated at 44 Spring Street Crookwell, and one meeting a year is held at the Gunning Council Chambers.

You have the opportunity to participate in the Council Meetings by making a deputation on an agenda item or a presentation to Council on a relevant community issue. Deputations or presentations to Council are not to exceed fifteen minutes. Deputation or presentation requests must be lodged with the General Manager two weeks prior to the Council Ordinary Meeting date.

AVAILABILITY OF BUSINESS PAPERS

All the Council business paper agendas are made readily available on the Council's website (www.upperlachlan.nsw.gov.au) or at the three Council Administration offices, two branch libraries during business hours, and are also provided at the meeting. The business papers for each Ordinary Council Meeting are prepared on the second Thursday of each month, and any person wishing to bring a matter before Council must lodge it with the General Manager by that day.

COMMUNITY ENGAGEMENT MEETINGS

Council holds 4 community engagement outreach meetings each year in towns and villages including; Crookwell, Gunning, Taralga, Bigga, Collector and Big Hill to facilitate community dialogue with Council. Dates for the community engagement meetings will be advertised in local newspapers and relevant community distribution channels.

TALK TO YOUR COUNCILLORS

All the elected Councillors are here to represent your views; Upper Lachlan Shire Council is not divided into wards and has nine elected Councillors. There is an election conducted every four years. For the most current contact information please refer to Council's website www.upperlachlan.nsw.gov.au.

9. ROLE OF THE MAYOR, COUNCILLORS AND GENERAL MANAGER

COUNCIL'S GOVERNING BODY – LOCAL GOVERNMENT ACT 1993

The Role of the Mayor, Chapter 9, Part 2 – Division 2, Section 226, is as follows:-

- ➢ (a) To be the leader of the Council and a leader in the local community,
- ➢ (b) To advance community cohesion and promote civic awareness,
- ➢ (c) To be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- ➢ (d) To exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council,
- ➢ (e) To preside at meetings of the Council,
- ➢ (f) To ensure that meetings of the Council are conducted efficiently, effectively and in accordance with this Act,
- ➢ (g) To ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- ➢ (h) To promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- ➢ (i) To promote partnerships between the council and key stakeholders,
- ➢ (j) To advise, consult with and provide strategic direction to the General Manager in relation to the implementation of the strategic plans and policies of the Council,
- ➢ (k) In conjunction with the General Manager, to ensure adequate opportunities and mechanisms for engagement between the Council and the local community,
- ➢ (l) To carry out the civic and ceremonial functions of the Mayoral office,
- ➢ (m) To represent the council on regional organisations and at inter-governmental forums at Regional, State and Commonwealth level,
- ➢ (n) In consultation with the Councillors, to lead performance appraisals of the General Manager,
- ➢ (o) To exercise any other functions of the Council that the Council determines.

The Role of a Councillor, Chapter 9, Part 2 – Division 3, Section 232, is as follows:-

- ➢ (a) To be an active and contributing member of the governing body,
- ➢ (b) To make considered and well informed decisions as a member of the governing body,
- ➢ (c) To participate in the development of the integrated planning and reporting framework,
- ➢ (d) To represent the collective interests of residents, ratepayers and the local community,
- ➢ (e) To facilitate communication between the local community and the governing body,
- ➢ (f) To uphold and represent accurately the policies and decisions of the governing body,
- ➢ (g) To make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.
- ➢ (2) A Councillor is accountable to the local community for the performance of the Council.

The Councillor role is often compared to that of the board of a public company, to the extent that it oversees the activities of the Council but is not involved in the day-to-day running of the Council. The key difference is that the "shareholders" are the local community.

The Functions of the General Manager, Chapter 11, Part 2, Section 335, is as follows:-

- ➢ (a) To conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- ➢ (b) To implement, without undue delay, lawful decisions of the Council,
- ➢ (c) To advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council,
- ➢ (d) To advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the Council and other matters related to the Council,
- ➢ (e) To prepare, in consultation with the Mayor and the governing body, the Council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report,
- ➢ (f) To ensure that the Mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- ➢ (g) To exercise any of the functions of the Council that are delegated by the Council to the General Manager,
- ➢ (h) To appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the Council,
- ➢ (i) To direct and dismiss staff,
- ➢ (j) To implement the Council's Workforce Management Strategy,
- ➢ (k) Any other functions that are conferred or imposed on the General Manager by or under this or any other Act.

Upper Lachlan Shire Councillors
L-R (Front Row) Mayor Brian McCormack OAM and Deputy Mayor John Stafford
(Back Row) Clr Richard Opie, Clr Paul Culhane, Clr Pam Kensit, Clr John Searl, Clr Darren O'Brien,
Clr James Wheelwright and Clr Ron Cummins

10. <u>ORGANISATION STRUCTURE</u>

Section 332, of the Local Government Act 1993 requires Council to determine its organisation structure. The Council approved organisation structure comprises the General Manager's Office and three Directorates (Departments), these include:-

- **General Manager's Office** - to provide an effective interface between the community, Council and staff and to enhance the Council's corporate image;

- **Environment and Planning** - to ensure that development within the Council is regulated in accordance with legislative requirements that satisfy the future needs of rural sustainability and economic growth, having regard to the maintenance of the Council's heritage. Key principal activities include services related to town planning, housing, building, health services, animal control and noxious weeds management;

- **Works and Operations** - to provide an efficient, effective and flexible engineering and works directorate that undertakes work in accordance with Council's priorities, policies, Workplace Health and Safety, and risk management standards and the Council adopted strategic plans and strategies. Key principal activities include services related to roads, bridges, footpaths, stormwater, water supply, sewerage, parks and gardens, domestic and rural waste management; and

- **Finance and Administration** - to provide professional and responsive financial management, information technology systems, administration services, library, tourism, human resources support and services for the organisation and community.

<u>SENIOR MANAGEMENT</u>

The senior management team is responsible for overseeing the day-to-day operations of Council; providing professional advice to the elected Council, and implementing Council decisions. It is this team that has primary responsibility for delivering the activities identified in the Delivery Program and Operational Plan and delegating responsibilities within each Department. The senior management team is outlined below:-

General Manager	Mr John Bell	(wk) 4830 1000
Director of Works and Operations	Mr Mursaleen Shah	(wk) 4830 1063
Director of Environment and Planning	Mrs Tina Dodson	(wk) 4830 1027
Director of Finance and Administration	Mr Andrew Croke	(wk) 4830 1008

L-R Director of Works and Operations, Mursaleen Shah; Director of Finance and Administration, Andrew Croke; General Manager, John Bell; and Director of Environment and Planning, Tina Dodson.

Structure of Council

Mayor and Council	Council Committees	Economic/Real Estate Development Public Relations and Media Governance and Secretariat Mayoral Activities and Councillors Civic Function and Citizenship Probity and Conduct

General Manager

Director of Finance and Administration	Director of Works and Operations	Director of Environment and Planning
Customer Service	Water Supply Services	Urban/Rural Planning (Land use)
Payroll	Sewerage Services	Building Control
Administration	Domestic Waste and Recycling	Health
Information Technology	Collection	Environmental Planning Control
Telephone/Switchboard	Waste Management Centres/Tips	(LEP)
Records Management	Parks and Gardens/Sportsgrounds	Pollution Control
Human Resources Management	Swimming Pools (2 Pools)	Development Control (DCPs)
Insurances	Works Depots (2 Depots)	Rangers
Rates and Annual Charges	Plant (Workshop)	Stock Impounding
Creditors and Debtors	Maintenance (roads, bridges, footpaths	Heritage and Conservation
Business Papers	and kerb and guttering)	Regulatory Functions
Privacy Management	Construction (roads, bridges)	Animal Control
Staff Training Plans	Contract Management	Halls Management
Audit and Risk Committee	Design Works/Engineering Services	Companion Animals
Investments	State Emergency Services (SES)	Food and Health Inspections
Loans/Borrowings Management	Rural Fire Service (RFS)	State of Environment
Revenue Policy	Aerodrome	Septic Tank
Community Strategic Plan	Asset Management	Town Planning
Delivery Program	Project Management	- Community Survey
Operational Plan	Forward Planning	- Corporate
Long Term Financial Planning	- Recreation	Strategic Planning
Financial Management	- Infrastructure	- Land use planning
Accounting	Traffic Management	- Subdivision
Annual Report	Road Safety Program	Council Housing Management
Community Technology Centre	Cemeteries	Ordinance Control
Library Services (2 branch	Drainage/Stormwater Management	Licence Monitoring
libraries)	Private Works	Section 94 and Section 94A
Southern Tablelands Arts Council	RMCC RMS Roads Contract	Development Contribution Plans
Tourism Services and Committee	Roads to Recovery program	Community Enhancement Program
Web Page/FaceBook/Internet	Stores and Purchasing	Pye Cottage Museum
Taralga Community Service	Work Health and Safety (WH&S)	Floodplain Management
Centre - Australia Post Services	Risk Management	Social and Community Planning
Service NSW Agency Services -	Consultative and WH&S Committees	Noxious Weeds Control
Crookwell	Caravan Park	Medical Centre
Goods & Services Tax Compliance	Gravel Pits	Buildings and Offices Maintenance
Fringe Benefits Tax Compliance	Geographic Information System (GIS)	Rural Addressing
Cultural Planning	Tree Preservation Order	
	Compliance Framework	
	Section 64 Development Contribution	
	Plans	

11. COUNCIL STRATEGIC PILLARS AND PRINCIPAL ACTIVITIES (WHAT WE DO)

1. COMMUNITY

Priority: We are a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self sufficiency, and rural lifestyle.

The principal activities are:-

- Health Services, Medical Centres, Community Services, Aged and Disabled Services;
- Public Halls, Cultural Services, Community Centres and Museums;
- Animal Control;
- Swimming Pools;
- Sporting Grounds and Parks and Gardens;
- Public Libraries; and
- Emergency Services and Fire Protection.

2. ENVIRONMENT

Priority: We appreciate our range of rural landscapes and habitats, and act as custodians of the natural environment for future generations.

The principal activities are:-

- Town Planning and Development Control;
- Building Control;
- Environmental Systems and Protection;
- Housing;
- Noxious Weeds Control; and
- Food Control and Inspections.

3. ECONOMY

Priority: We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.

The principal activities are:-

- Financial Services;
- Administration and Corporate Support;
- General Purpose Revenue and Rates;
- Information Technology;
- Workforce (Human Resources and Work Health and Safety);
- Caravan Parks; and
- Tourism Promotion and Business.

4.   INFRASTRUCTURE

Priority: Our community is well serviced and connected to built, social and communications infrastructure.

The principal activities are:-

- Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering;
- Stormwater and Drainage;
- Quarries and Gravel Pits;
- Waste Centres, Rubbish Tips and Street Cleaning;
- Public Conveniences and Amenities;
- Public Cemeteries;
- Engineering, Purchasing and Works Supervision;
- Plant and Equipment Operations;
- Domestic Waste Management (DWM);
- Water Supply services; and
- Sewerage services.

5.   CIVIC LEADERSHIP

Priority: Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities.

The principal activities are:-

- Councillors and Mayoral Activities;
- Council Meetings and Committee of Council Meetings; and
- Council Policy Development.

Pictured Left: Upper Lachlan Shire Citizen of the Year Keith L Brown with Australia Day Ambassador, Gordon Bray AM.

Pictured Right: Upper Lachlan Shire Young Citizen of the Year Bailey Anderson with Australia Day Ambassador, Gordon Bray AM.

12.   CORPORATE GOVERNANCE

Corporate Governance and Councillors

Councillors are responsible for implementing the corporate governance of the organisation. They ensure that management's direction is aligned with the interests of the community it represents, along with the dependent organisations with which it interrelates, and with legislation under which Council is required to operate.

As elected representatives, the community relies on Councillors to lead, direct and govern the activities of Council on their behalf. This is achieved by monitoring the processes under which Council operates in order to:-

- Exercise power over the future direction of the Council;
- Consider the effect of Council decisions on other parties;
- Supervise and control executive actions through the General Manager;
- Ensure Council is accountable for its strategic programs and functions; and
- Ensure that Council activities comply with the law.

Conduct Review Committee and Conduct Reviewer Panel

The Conduct Review Committee and/or Conduct Reviewer deal with complaints regarding allegations of breaching the Council's Code of Conduct. The Conduct Review Committee is formed, as determined by the Complaints Coordinator, General Manager and/or Mayor, from a panel of appropriately qualified persons who are independent of Council. Operating guidelines for the Conduct Reviewer and Conduct Review Committee is available in the Code of Conduct Procedures which is available to the public on Council's website.

Monitoring Organisational Performance

The process of monitoring the performance of Council is conducted through six monthly Delivery Program review reports to Councillors and quarterly Operational Plan reviews. The quarterly reviews are presented to Council, within two months of the end of the September, December, and March quarters, for comment and adoption. The quarterly review includes:-

- Progress reports on the key objectives and projects set out in the Operational Plan;
- Quarterly Budget Review Statements (QBRS) and Key Performance Indicators;
- Income and Expenses Budget Review Statement;
- Capital Budget Review Statement;
- Budget Review of Contracts and Other Expenses; and
- Cash and Investments Budget Review Statement.

Executive Management (MANEX)

The Executive Management Team consists of the General Manager and three Departmental Directors who provide leadership and strategic management to the organisation while ensuring effective, efficient and accountable operations. The key activities for the Executive Management Team are:-

- Management of strategic relationships with stakeholders;
- Ensuring Council's interests are well presented at all levels of government;
- Formulating organisational strategies and supporting policies;
- Ensuring the provision and delivery of services to the community are aligned to community needs;
- Management of staff and resources of the Council; and
- Development of financial strategies that provide options and set priorities for service delivery.

13. SHIRE PROFILE AND POPULATION DEMOGRAPHICS

Population

- The estimated resident population of Upper Lachlan Shire Council at 30 June 2016 (source ABS Regional Population Growth dated 30 September 2017):-

Local Government Area (LGA)	2012	2014	2016	% Change
Upper Lachlan Shire Council	7,555	7,761	7,841	1.03%

2016 Census Statistics

The 2016 Australian Bureau of Statistics (ABS) Census data shows the Upper Lachlan Shire Council population was 7,695. There was a 7% population increase from the 2011 Census. Crookwell is the largest town in the Upper Lachlan Shire local government area with a population of 2,641. Gunning township has a population of 659 and Taralga township has a population of 467.

Population gender consisted of:-
Gender – Males	3,917
Gender – Females	3,778
Total Population	7,695

Age Groups:-
0 – 14 years	1,350	18% of population
15 – 24 years	735	10% of population
25 – 34 years	627	8% of population
35 – 44 years	778	10% of population
45 – 54 years	1,183	15% of population
55 – 64 years	1,213	16% of population
65 years and over	1,809	24% of population

The median age is 48 years in Upper Lachlan compared to 38 years for persons in Australia.

Income (population aged 15 years and over):-
Median individual $/week income	$609	Australian median	$662
Median household $/week income	$1,161	Australian median	$1,438
Median family income $/week	$1,498	Australian median	$1,734

Dwelling Characteristics:-
Median rent $/week	$190	Australian median	$335
Median mortgage repayment $/month	$1,400	Australian median	$1,755
Average people per household	2.4	Australian median	2.6
Average children per family	2	Australian median	2.1

Local Government Area

Upper Lachlan Shire Council is located in the Southern Tablelands of New South Wales. The centre of population is Crookwell which is located one hour and fifteen minutes from Canberra, two and a half hours from Sydney, one and a half hours from Bathurst and thirty minutes from Goulburn.

The Upper Lachlan Shire Council tourism slogan is 'The Shire of Villages". There are three towns and ten villages within the shire boundaries. These include Crookwell, Gunning, Taralga, Laggan, Dalton, Bigga, Binda, Tuena, Collector, Grabben Gullen, Big Hill, Jerrawa and Breadalbane.

Despite its proximity to major centres, Upper Lachlan Shire is strongly rural in its character. Agriculture continues to be the primary feature of the economic and social fabric of the Shire.

Business, Economic and Industry
The industries located in the urban areas of the towns are predominately 'small businesses' with fewer than 25 employees in the service sector, such as retail trade, accommodation and food, health and social care, education and training, construction and building, and local government.

The area is also well serviced by health care, sporting, livestock and station agents and other community support services.

Demographics
Like many rural communities, our population is ageing and this trend is expected to continue. There is 24% of the community aged over 65 years; this age demographic has increased by 3% since the 2011 Census. The age group of 0 – 14 has remained the same since the 2011 Census and accounts for 18% of the population.

Employment
Of those people who live in Upper Lachlan Shire LGA, 33% work outside the Shire. A majority travel to work by car (85.5%).
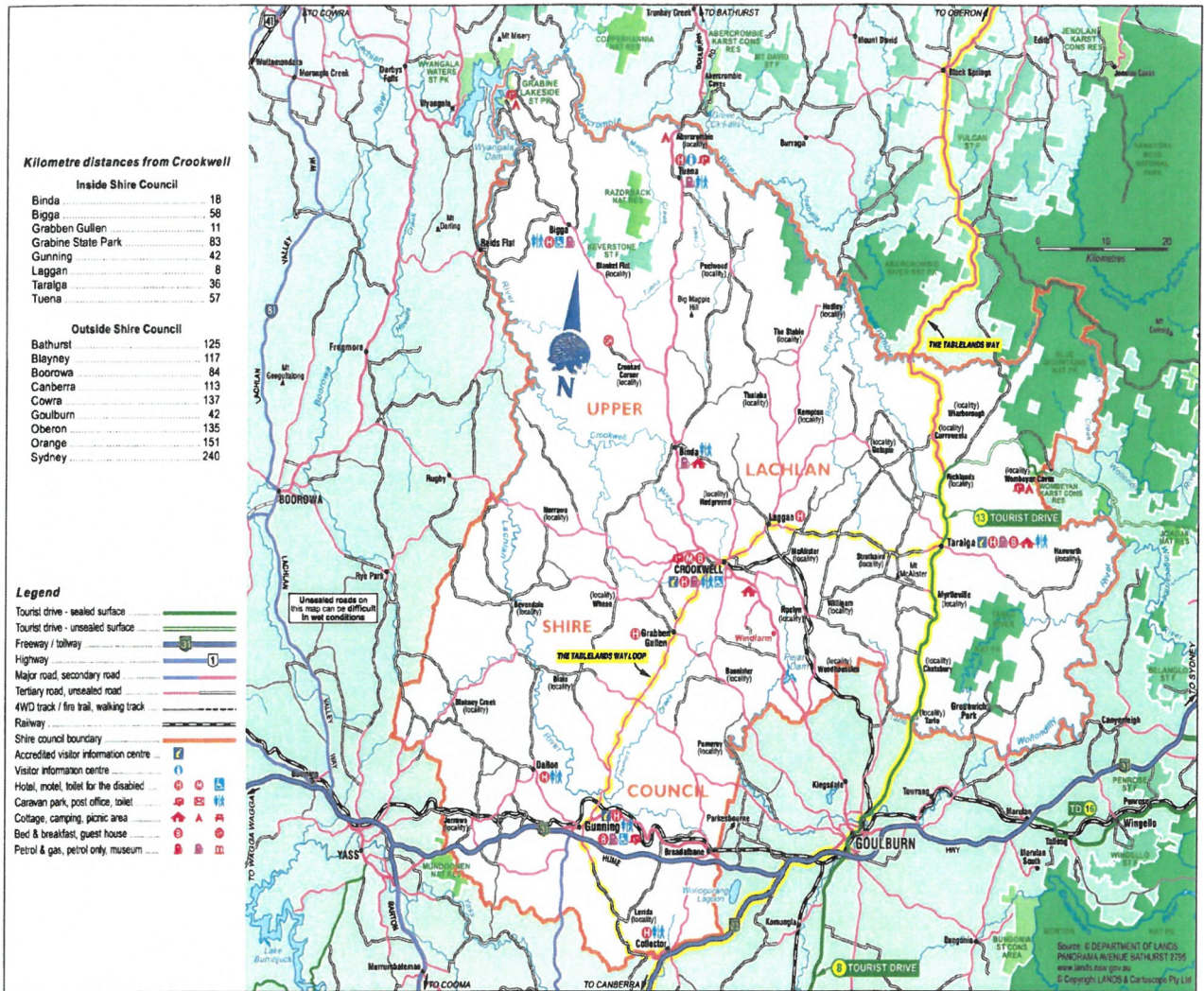
Environment
About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

Land
The Shire total land area is 7,243 square kilometres.

Tourist Attractions
Historical Townships, Grabine State Recreation Park (Wyangala), Wombeyan Caves Park Reserve, Tablelands Way tourist drive, Gunning Fireworks, Collector Pumpkin Festival, Binda Picnic Races, Taralga Australia Day Rodeo, Crookwell Potato Festival, Agricultural Society Shows, farm stay accommodation, fishing and other recreational activities. There are a number of Wind Farms at Crookwell, Cullerin, Gullen Range, Taralga and Gurrundah.

Kilometre distances from Crookwell

Inside Shire Council

Binda	18
Bigga	58
Grabben Gullen	11
Grabine State Park	83
Gunning	42
Laggan	8
Taralga	36
Tuena	57

Outside Shire Council

Bathurst	125
Blayney	117
Boorowa	84
Canberra	113
Cowra	137
Goulburn	42
Oberon	135
Orange	151
Sydney	240

Legend

Tourist drive - sealed surface	
Tourist drive - unsealed surface	
Freeway / tollway	
Highway	
Major road, secondary road	
Tertiary road, unsealed road	
4WD track / fire trail, walking track	
Railway	
Shire council boundary	
Accredited visitor information centre	
Visitor information centre	
Hotel, motel, toilet for the disabled	
Caravan park, post office, toilet	
Cottage, camping, picnic area	
Bed & breakfast, guest house	
Petrol & gas, petrol only, museum	

UPPER LACHLAN SHIRE

14. <u>CONTACT US</u>

All written correspondence is to be addressed to the General Manager, Upper Lachlan Shire Council, PO Box 42, Gunning NSW 2581 or alternatively email council@upperlachlan.nsw.gov.au.

<u>COUNCIL ADMINISTRATION OFFICES</u>

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GUNNING NSW 2581

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Taralga Community Service Centre

29 Orchard Street
TARALGA NSW 2580

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15. FINANCIAL PERFORMANCE COMPARATIVES – HOW WE COMPARE?

The Australian Classification of Local Governments (ACLG) classifies Councils into 22 categories according to their socio-economic characteristics and their capacity to deliver a range of services to the community. Upper Lachlan Shire Council is classified in Group 10; the Group 10 Classification is an agricultural council with population range from 5,000 to 10,000.

Other councils classified in Group 10 includes; Blayney and Oberon Councils. Provided below is a snapshot of how Upper Lachlan Shire Council compares with other councils in terms of financial performance and financial position and average rates per Assessment, the comparative data is available for up to 2017 (2016/2017 financial year). Note: Financial comparative data is no longer provided by the Office of Local Government.

Financial Performance Indicators

Unrestricted Current Ratio
This ratio is an indicator of a Council's ability to meet its financial obligations as they fall due. A ratio of 2:1 or better generally equates to a sound financial position and shows that a Council has sufficient liquid assets on hand to meet all short-term commitments.

	2017	2016	2015	2014	2013	2012
Upper Lachlan (Group 10)	5.14%	6.40%	5.66%	5.62%	4.48%	4.25%
Blayney (Group 10)	3.93%	7.23%	6.73%	5.52%	7.80%	4.77%
Oberon (Group 10)	4.59%	3.43%	3.86%	5.49%	6.93%	5.63%
Yass Valley (Group 11)	1.77%	2.01%	2.23%	3.57%	3.91%	4.32%
Group 10 Average	N/A	N/A	4.20%	4.30%	5.10%	4.60%

Own Source Operating Revenue Ratio
This ratio measures the degree of reliance a Council has on external funding such as grants and contributions. The benchmark is greater than 60%.

	2017	2016	2015	2014	2013	2012
Upper Lachlan (Group 10)	52.13%	65.28%	65.81%	57.03%	52.53%	59.05%
Blayney (Group 10)	60.92%	64.24%	71.86%	70.40%	63.76%	65.40%
Oberon Council (Group 10)	63.79%	61.99%	63.99%	72.05%	60.06%	57.80%
Yass Valley (Group 11)	63.67%	61.03%	68.33%	71.93%	56.92%	58.48%
Group 10 Average	N/A	N/A	57%	62%	49%	47%

Operating Performance Ratio
This ratio is intended to measure Council's ability to contain its operating expenditure within the confines of its operating income. The benchmark is greater than 0%.

	2017	2016	2015	2014	2013	2012
Upper Lachlan (Group 10)	16.47%	13.01%	2.92%	6.20%	8.98%	8.83%
Blayney (Group 10)	11.02%	7.12%	3.59%	-18.42%	-11.39%	-8.89%
Oberon Council (Group 10)	20.86%	20.55%	-0.27%	0.89%	10.09%	-1.30%
Yass Valley (Group 11)	-2.32%	-2.06%	-17.49%	-29.68%	-14.21%	-8.13%
Group 10 Average	N/A	N/A	-1.70%	-16.10%	-6.80%	-7.10%

Infrastructure Renewals Ratio

This ratio assesses the rate at which Council assets are being renewed relative to the rate at which the assets are depreciating. The benchmark is greater than 100%.

	2017	2016	2015	2014	2013	2012
Upper Lachlan (Group 10)	**136.54%**	**148.04%**	**122.19%**	**105.29%**	**93%**	**79.36%**
Blayney (Group 10)	196.27%	155.04%	120.09%	106.63%	69.19%	96.84%
Oberon Council (Group 10)	224.78%	214.45%	165.91%	124.18%	133.70%	125%
Yass Valley (Group 11)	106.71%	130.93%	18.67%	39.70%	79.81%	70.66%
Group 10 Average	N/A	N/A	98%	79.30%	79%	65%

General Rates Revenue

The average ordinary (general) rates per assessment for Farmland, Residential and Business categories are represented in the following three tables, Note: data for 2016 and 2017 is no longer provided by the Office of Local Government:-

Farmland	2015	2014	2013	2012
Upper Lachlan (Group 10)	**$1,657.39**	**$1,614.18**	**$1,509.20**	**$1,512.15**
Blayney (Group 10)	$2,542.12	$2,453.06	$2,332.87	$2,282.94
Oberon Council (Group 10)	$1,366.17	$1,351.97	$1,284.49	$1,232.36
Yass Valley (Group 11)	$1,998.62	$1,988.19	$1,906.83	$1,894.74
Group 10 Average	$2,252.49	$2,344.64	$2,257.70	$2,265.69

Residential	2015	2014	2013	2012
Upper Lachlan (Group 10)	**$451.85**	**$449.16**	**$457.72**	**$426.08**
Blayney (Group 10)	$595.00	$552.46	$557.95	$542.65
Oberon Council (Group 10)	$664.09	$649.08	$563.99	$548.51
Yass Valley (Group 11)	$707.57	$682.75	$665.33	$644.41
Group 10 Average	$656.26	$666.11	$516.92	$496.99

Business	2015	2014	2013	2012
Upper Lachlan (Group 10)	**$914.18**	**$887.22**	**$850.75**	**$827.72**
Blayney (Group 10)	$1,098.11	$1,076.34	$960.63	$800.00
Oberon Council (Group 10)	$736.84	$755.56	$715.56	$699.55
Yass Valley (Group 11)	$2,095.41	$2,060.71	$1,992.83	$1,729.24
Group 10 Average	$1,256.65	$1,219.21	$1,196.86	$1,115.04

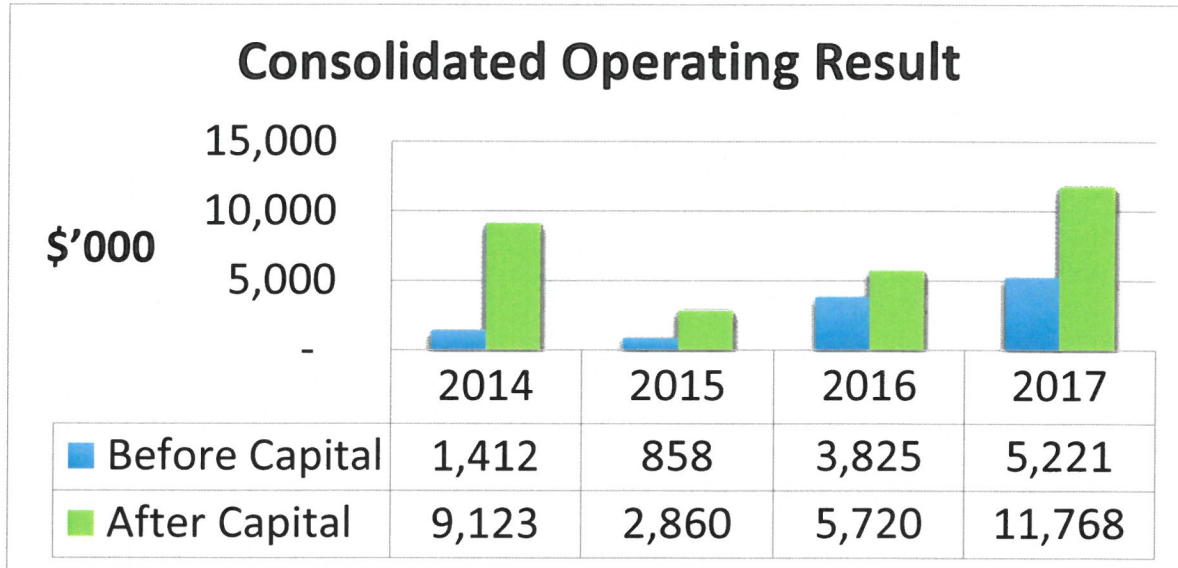### Outstanding Rates and Annual Charges

This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and adequacy of recovery efforts and practices of Council. The benchmark is less than 5%.

|	2017	2016	2015	2014	2013	2012
Upper Lachlan (Group 10)	**3.35%**	**2.36%**	**2.23%**	**3.21%**	**2.79%**	**3.07%**
Blayney (Group 10)	2.20%	2.23%	2.28%	4.50%	5.57%	7.68%
Oberon Council (Group 10)	7.68%	7.88%	7.48%	6.98%	8.12%	8.14%
Yass Valley (Group 11)	4.02%	5.75%	5.77%	8.95%	7.58%	6.85%
Group 10 Average	N/A	N/A	6.50%	7.27%	9.20%	8.80%

Financial Performance

Operating Result

The Operating Result (before and after capital grants and contributions) is a surplus result for the past four financial years from 2014 to 2017 as seen in the below graph:-

Consolidated Operating Result

$'000

	2014	2015	2016	2017
■ Before Capital	1,412	858	3,825	5,221
■ After Capital	9,123	2,860	5,720	11,768

Cash and Investments

Cash and investments totals $30.3 million and contains unrestricted cash, internally restricted cash by Council, and externally restricted cash by fund (i.e. water supply, sewerage, and domestic waste funds, external grants unexpended and development contributions).

Cash and Investments

- 38% (Externally Restricted)
- 43% (Internally Restricted)
- 19% (Unrestricted)

■ Externally Restricted ■ Internally Restricted ■ Unrestricted
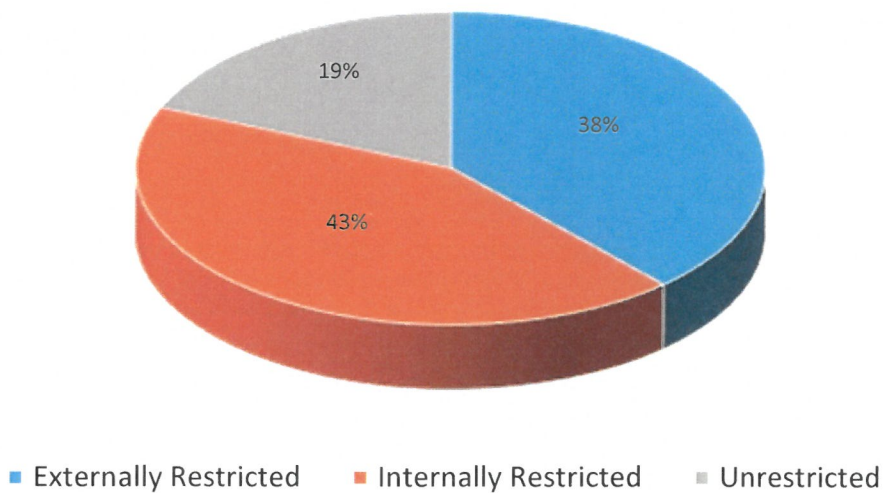
16. COMMUNITY STRATEGIC PLANNING FRAMEWORK: INTEGRATED PLANNING AND REPORTING

The NSW State Government enacted legislation that introduced Integrated Planning and Reporting reforms which is an approach to how Councils develop their budgets and corporate plans. Integrated Planning ensures that Councils are better reflecting community aspirations within their activities by taking a long term (10 year) outlook.

The Community Strategic Plan is an overview document which identifies the community's main priorities and expectations for the future and outlines strategies to achieve these goals.

The Delivery Program is designed as the single point of reference for all activities undertaken by the Council during its term of office. The Delivery Program details the activities the Council will undertake to achieve the objectives of the Tablelands Regional Community Strategic Plan. The Delivery Program identifies the strategies which the Council will employ to assist with turning the community's aspirations into reality. It describes the services Council will deliver, the initiatives it will undertake over the period of the plan and how these activities will be funded.

The Delivery Program integrates with a range of key strategic documents including the following:-
- Long Term Financial Plan;
- Infrastructure Plan;
- Workforce Plan;
- Upper Lachlan Local Environmental Plan 2010;
- Upper Lachlan Section 94 Development Contributions Plan 2007;
- Upper Lachlan Section 94A Development Contributions Plan 2012;
- Upper Lachlan Section 64 Development Servicing Plans (Water Supply Schemes and Sewerage Schemes) 2008;
- Upper Lachlan Shire Community Economic Portrait 2013;
- Upper Lachlan State of Environment Report;
- Upper Lachlan Social and Community Plan 2013-2018;
- Upper Lachlan Tourism Strategic Plan 2020;
- Climate Change Adaption Strategy 2011;
- Upper Lachlan Public Access and Mobility Plan (PAMP);
- Upper Lachlan Community Heritage Study;
- Upper Lachlan Shire Economic Development Strategy 2015-2020;
- Upper Lachlan Drought Management Plan 2012;
- Upper Lachlan Flood Risk Management Plan and Study 2016;
- Upper Lachlan Cultural Plan 2017-2020;
- Upper Lachlan Information Technology Strategic Plan 2015-2018;
- Plans of Management for Council on community land; and
- The NSW Premier's Priorities in Action (replaces NSW 2021 State Plan).

The Operational Plan is a sub-plan of the Delivery Program in that it directly addresses the actions outlined in the Delivery Program and identifies activities (projects and programs) that Council will be undertaking within the financial year. The Operational Plan allocates responsibilities for each action or set of actions and identifies suitable measures to determine the effectiveness of the activities undertaken and is supported by a detailed budget.

Council's Strategic Planning Framework

Community Strategic Plan
- Takes a 10-20 year outlook
- Defines Community Priorities
- Has a long term Resourcing Strategy
- Outlines Strategies to achieve Community Priorities

Strategies

Delivery Program
- Takes a 4 year outlook
- Looks at Community Priorities and the Activities Council will undertake to achieve these
- Sets medium timelines and strategies to achieve Community Priorities

Activities (Programs and Projects)

Operational Plan
- Takes a 1 year outlook
- Details the Activities (Programs and Projects) Council will undertake to achieve the Community Priorities
- Sets the Performance Measures to ensure the activities are being achieved
- Annual Budget

*This Delivery Program is designed to coincide with the term of the Council (which is 4 years). The Delivery Program is prepared in accordance with the Integrated Planning and Reporting requirements. Note: The next local government election is in September 2020.

17. NSW PREMIER'S PRIORITIES IN ACTION

The NSW Premier has twelve Key Priorities that aim to make NSW a better place to live and work. The Premier's key priorities replace the NSW 2021 State Plan and the former NSW State Government, Southern Highlands and Tablelands Regional Action Plan.

The NSW 2021 State Plan outlined a vision for the future of NSW which was underpinned by 5 Long Term Strategies including:-

1. Rebuild the Economy;
2. Return Quality Services;
3. Renovate Infrastructure;
4. Strengthen Our Local Environment and Communities; and
5. Restore Accountability to Government.

The above Strategies are now replaced by the Premier's Key Priorities in Action including the following initiatives:-

1. Creating jobs;
2. Building infrastructure;
3. Reducing domestic violence;
4. Improving service levels in hospitals;
5. Tackling childhood obesity;
6. Improving education results;
7. Protecting our kids;
8. Reducing youth homelessness;
9. Driving public sector diversity;
10. Keeping our environment clean;
11. Faster housing approvals; and
12. Improving government services.

NSW Premier's Key Priorities

Priority Number	NSW Premier's Priority	Strategic Pillar	Tablelands Regional CSP Strategy (Role of Council and/or Government Agencies)
1	Creating Jobs	Regional Strategic Pillar 3 – Economy	***This is a shared Council / Government action** **Strategy EC1** - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. **Strategy EC2** - Jointly develop appropriate tourism opportunities and promote the region as a destination. **Strategy EC3** - Support and foster conditions that enable local and small/home-based businesses to grow. **Strategy EC5** - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.

Priority Number	NSW Premier's Priority	Strategic Pillar	Tablelands Regional CSP Strategy (Role of Council and/or Government Agencies)
2	Building Infrastructure	Regional Strategic Pillar 4 – Infrastructure	*This is a shared Council / Government action Strategy IN1 - Develop high speed rail links between the region, Canberra, Sydney and Melbourne. Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. Strategy IN3 - Maintain and improve road infrastructure and connectivity. Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure.
3	Reducing domestic violence	Regional Strategic Pillar 1 – Community	*This is a State Government action Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.
4	Improving service levels in hospitals	Regional Strategic Pillar 1 – Community	*This is a State Government action
5	Tackling childhood obesity	Regional Strategic Pillar 1 – Community	*This is a State Government action Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.
6	Improving education results	Regional Strategic Pillar 4 – Infrastructure	*This is a State Government action Strategy IN9 - Improve accessibility to, and support the development of, education and training facilities in the region.
7	Protecting our kids	Regional Strategic Pillar 1 – Community	*This is a State Government action Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.
8	Reducing youth homelessness	Regional Strategic Pillar 1 – Community	*This is a State Government action
9	Driving public sector diversity	Regional Strategic Pillar 5 – Civic Leadership	*This is a shared Council / Government action Strategy CL3 - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups. Strategy CL4 - Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region.

Priority Number	NSW Premier's Priority	Strategic Pillar	Tablelands Regional CSP Strategy (Role of Council and/or Government Agencies)
10	Keeping our environment clean	Regional Strategic Pillar 2 – Environment	***This is a shared Council / Government action** **Strategy EN1** - Protect and enhance the existing natural environment, including flora and fauna native to the region. **Strategy EN2** - Adopt environmental sustainability practices. **Strategy EN3** - Protect and rehabilitate waterways and catchments. **Strategy EN4** - Maintain a balance between growth, development and environmental protection through sensible planning. **Strategy EN5** - To investigate and implement approaches to reduce our carbon footprint.
11	Faster housing approvals	Regional Strategic Pillar 2 – Environment	***This is a shared Council / Government action** **Strategy EN4** - Maintain a balance between growth, development and environmental protection through sensible planning.
12	Improving government services	Regional Strategic Pillar 5 – Civic Leadership Regional Strategic Pillar 4 – Infrastructure Regional Strategic Pillar 3 – Economy	***This is a shared Council / Government action** **Strategy CL3** - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups. **Strategy IN7** - Secure improvements for, and future proof, telecommunications infrastructure. **Strategy EC1** - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. **Strategy EC4** - Foster and develop a diverse, adaptive, and innovative agricultural industry.

18. COMMUNITY ENGAGEMENT - THE PROCESS OF DEVELOPING THE TABLELANDS REGIONAL COMMUNITY STRATEGIC PLAN

As a result of legislation enacted in October 2009, all NSW Councils are required by the Local Government Act 1993 to develop a Community Strategic Plan. The plan must:-

- Have a long term focus, with a minimum of 10 years;
- Address the key issues of social, environment, economic sustainability and civic leadership;
- Be delivered as a partnership between Council, State agencies, community groups and individuals;
- Consider the NSW State Plan and any relevant State or regional plans and strategies;
- Have regard for an adopted community engagement strategy, showing how the Council will communicate with and consult its community;
- Provide for a resourcing strategy that describes how community assets will be used for the future, how the Council workforce will be managed to deliver the desired plan outcomes and a financial plan to spell out how aspects of the plan will be funded;
- Give consideration to the expected levels of service expressed by the community;
- Include a community vision statement, strategic objectives and strategies for achieving the objectives;
- Identify assessment methods for determining whether the objectives are being achieved;
- Outline how progress in implementing the plan will be measured and monitored; and
- Provide for the Council to progressively report to the community on progress and achievements.

INAUGURAL COUNCIL COMMUNITY STRATEGIC PLAN

Upper Lachlan Shire Council adopted a Community Engagement Policy at the September 2009 Council Meeting. Council then proceeded to undertake community consultation meetings in accordance with Council's policy. The workshops were facilitated by independent chairperson, Mr Andy Hughes. There were six community outreach workshops held in April and May 2010; Crookwell, Gunning, Bigga, Taralga, Collector and Big Hill. There were 115 people who attended the community workshops.

Council utilised a community survey prepared and collated in-house by Council staff and was posted to all ratepayers within the Shire. There were 134 responses received in relation to the community survey. The results of the survey were reported to the August 2010 Council Meeting. After this extension community engagement process, the inaugural Upper Lachlan Shire Council Community Strategic Plan was adopted by Council in June 2011.

INAUGURAL COMMUNITY SURVEYS

After the September 2012 local government elections Council engaged Piazza Research to conduct a community survey by utilising a telephone survey, supported by a secure online survey, of community members, to allow community input into the review of Councils Community Strategic Plan and Delivery Program. The survey was conducted in November 2012 and 215 surveys were completed or 3% of the Upper Lachlan population. The community survey findings demonstrated overall satisfaction with Council services was high with 74% of respondents being satisfied and 21% being dissatisfied.

Following on from the initial community survey, Piazza Research completed a new survey in February 2015. 211 surveys were completed or 3% of the population in the Shire. The community survey findings demonstrated overall satisfaction with Council services was high with 68% of respondents being satisfied and 29% being dissatisfied.

TABLELANDS REGIONAL COMMUNITY STRATEGIC PLAN DEVELOPMENT

Council engaged consultants, Cardno NSW/Act Pty Ltd to undertake the development of a Regional Community Strategic Plan (CSP) on behalf of Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council. The councils recognised the synergies and efficiencies to be gained through developing a new joint Regional CSP, a progressive approach that, while meeting the requirements of the Integrated Planning and Reporting legislation, it is unique in the NSW context.

Specifically the Cardno NSW/ACT Pty Ltd brief required:-
- A peer review of the three Councils' Community Strategic Plans;
- The development of the Tablelands Regional Community Strategic Plan;
- Preparation of a Community Engagement Strategy and Communications Plan; and
- Facilitation of community engagement workshops in three local government areas.

Upper Lachlan Shire Council adopted the Tablelands Regional Community Strategic Plan 2016-2036 in February 2017 and this plan took effect July 2017.

TABLELANDS COMMUNITY ENGAGEMENT STRATEGY AND CONSULTATION

The community consultation utilised in the development of the Tablelands Regional Community Strategic Plan was extensive and included development of the Tablelands Community Engagement Strategy and Communications Plan including the following:-
- Key Stakeholder Identification, Engagement and Register;
- Identification of vulnerable and hard to reach populations;
- Methods of Key Community Engagement Activities determined; and
- Communications Plan developed.

The community engagement activities in Upper Lachlan LGA included:-
- On line Community Survey (50 survey responses) and On line Youth Survey (40 survey responses);
- Project Fact Sheets;
- Project Media Releases;
- Council website, and local media channels promotion and information dissemination;
- Council and council staff charrette; and
- Cardno NSW/ACT Pty Ltd independently facilitated community outreach workshops held in November 2016 at Crookwell, Taralga and Gunning (54 community attendees in total).

TABLELANDS PLANNING PRINCIPLES

In developing the Community Strategic Plan Council has considered other regional plans, including the Sydney – Canberra Corridor Strategy. The Tablelands Regional Community Strategic Plan and Community Engagement Strategy and Communications Plan are based on two sets of guiding principles – social justice and sustainability.

The **social justice** principles Council has regard for are the following:-

1. **Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.
2. **Access** – having fair access to services, resources and opportunities to improve quality of life.
3. **Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.
4. **Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Council has regard for and considers the **sustainability** principle in all Council developments and strategic activities and strategic planning processes. Sustainability is the means of configuring civilisation and human activity so that society, its members and economies are able to meet their needs and express their greatest potential in the present, while preserving biodiversity and natural ecosystems, planning and acting for the ability to maintain these ideals in the long term.

Council is proactively addressing natural resource management issues. Council is abiding by the **Ecologically Sustainable Development** principles. The principles of Ecologically Sustainable Development are an integral consideration in the planning, design and development of the Upper Lachlan Shire and its natural environment.

Community Engagement workshop held in Gunning, November 2016

19. REGIONAL COMMUNITY STRATEGIC PLAN – STRATEGIC PILLARS AND ASPIRATIONS

The Tablelands Regional Community Strategic Plan (Regional CSP) has identified five Strategic Pillars which the community wants to see the Council address to enhance the future development of the Shire.

OUR STRATEGIC PILLARS

In order to achieve our vision we have developed program actions for each Strategic Pillar which are assessed against quadruple bottom line principles. The Strategic Pillars are:-

1. **Community**
2. **Environment**
3. **Economy**
4. **Infrastructure**
5. **Civic Leadership**

Tablelands Regional CSP Strategies

1. Community (CO)

Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.

Strategy CO2 - Encourage and facilitate active and creative participation in community life.

Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.

Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage.

Strategy CO5 - Maintain our rural lifestyle.

2. Environment (EN)

Strategy EN1 - Protect and enhance the existing natural environment, including flora and fauna native to the region.

Strategy EN2 - Adopt environmental sustainability practices.

Strategy EN3 - Protect and rehabilitate waterways and catchments.

Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning.

Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint.

3.   Economy (EC)

Strategy EC1 - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment.

Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination.

Strategy EC3 - Support and foster conditions that enable local and small/home-based businesses to grow.

Strategy EC4 - Foster and develop a diverse, adaptive, and innovative agricultural industry.

Strategy EC5 - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.

4.   Infrastructure (IN)

Strategy IN1 - Develop high speed rail links between the region, Canberra, Sydney and Melbourne.

Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres.

Strategy IN3 - Maintain and improve road infrastructure and connectivity.

Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed.

Strategy IN5 - Ensure high quality water supply options for the towns in the region.

Strategy IN6 - Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage.

Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure.

Strategy IN8 - Improve accessibility to, and support the development of, health and medical facilities in the region.

Strategy IN9 - Improve accessibility to, and support the development of, education and training facilities in the region.

5.   Civic Leadership (CL)

Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community.

Strategy CL2 - Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies.

Strategy CL3 - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups.

Strategy CL4 - Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region.

Community Engagement workshop held in Taralga in November 2016

Aspirations

The community and Council have identified Aspirations which connects to the Strategic Pillars outlined above. The Aspirations are as follows:-

1. A built environment enhancing the lifestyle of a diverse community;
2. Community liaison to preserve and enhance community facilities;
3. A healthy natural environment;
4. A prosperous economy with the balanced use of our land;
5. People attaining health and wellbeing;
6. Resilient and adaptable communities;
7. Responsible and efficient use of resources; and
8. Transparent and accountable governance.

Quadruple Bottom Line

The Regional CSP Strategic Pillars are grouped in a Quadruple Bottom Line framework of Community, Environment, Economy and Civic Leadership. Upper Lachlan Shire Council is inherently rural in character so a fifth Strategic Pillar was included, which is Infrastructure.

Aspirations	Community	Economy	Environment	Infrastructure	Civic Leadership
A built environment enhancing the lifestyle of a diverse community	X		X	X	
Community liaison to preserve and enhance community facilities	X	X	X	X	
A healthy natural environment			X	X	
A prosperous economy with the balanced use of our land		X	X	X	
People attaining health and wellbeing	X				
Resilient and adaptable communities	X				X
Responsible and efficient use of resources		X		X	X
Transparent and accountable governance		X			X

Delivery Program 2018-2022 FINAL

20.   DELIVERY PROGRAM ACTIONS

From the community consultation and engagement process in 2016 and prior years a number of outcomes to be pursued were identified by the community. Through the assistance of the community, the Council has developed Delivery Program Actions which are integrated with the five Regional CSP Strategic Pillars.

The Delivery Program Actions are outlined below:-

1.   REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:

1) Support the retention of medical and health care facilities in the towns.

2) Support provision of ageing population services and aged accommodation.

3) Community Services for young, aged, disabled, and people from diverse cultural backgrounds.

4) Retain the youth population demographic and provide appropriate facilities.

5) Lobby for retention of education facilities.

6) Protect all significant heritage sites to preserve the diverse history of the Shire.

7) Social inclusion for all disparate communities.

8) Manage and upgrade Council's public buildings and community centres.

9) Encourage recreational, cultural and leisure activities while maintaining public safety standards.

2.   REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:

1) Address environmental degradation issues, i.e. noxious weeds control.

2) Promote environmentally sustainable developments.

3) Promote use of green and renewable energy.

4) Pursue Section 94A Development Contributions payments for all State Significant – Designated Developments.

5) Support land care initiatives to restore and beautify natural resources.

3. REGIONAL CSP STRATEGIC PILLAR - ECONOMY:

1) Ensure financial viability of Council.

2) Prudent financial management.

3) Encourage sustainable population growth and provision of associated infrastructure.

4) Assist facilitation of employment opportunities.

5) Encourage and support viable local businesses.

6) Promote tourism opportunities and community events.

4. REGIONAL CSP STRATEGIC PILLAR – INFRASTRUCTURE:

1) Improve local road and regional road transport networks.

2) Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

3) Bitumen sealing all urban streets in towns.

4) Develop town main street and CBD beautification programs.

5) Lobby for improved mobile telephone and broadband services.

6) Improve water supply and sewerage facilities to towns.

7) Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.

8) Actively seek funding for the Goulburn to Crookwell Rail Trail concept.

9) Develop new and upgrade existing footpaths and cycleway networks.

10) Upgrade stormwater and kerb and guttering in towns.

11) Progressively replace timber bridges on local and regional roads.

12) Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.

13) Transport link priority projects to State Parks including the Wombeyan Caves Road and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.

14) Progressively bitumen seal all classified roads.

5. REGIONAL CSP STRATEGIC PILLAR – CIVIC LEADERSHIP:

1) Participate in resource sharing initiatives.

2) Lobby other levels of Government for increased share of funding distribution.

3) Promote community engagement and involvement in decision making processes.

4) Leadership and commitment to integrated planning and reporting (IP&R).

21.   ACHIEVING OUR REGIONAL COMMUNITY STRATEGIC PLAN GOALS

Council has developed the Delivery Program to achieve the Tablelands Regional Community Strategic Plan strategic goals. The Delivery Program Actions are integrated with a Regional CSP Strategy and a Community Aspiration.

REGIONAL CSP STRATEGIC PILLAR NO. 1 - COMMUNITY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by providing available community buildings to facilitate health care service provision.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 5. People attaining health and wellbeing.	2018 - 2021
1.2 - Support provision of ageing population services and aged accommodation.	Liaise with government agencies and associated community groups in advocating for adequate aged care services and accommodation.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	2018 - 2021
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Number of actions of the Social and Community Plan, Cultural Plan and Ageing Strategy are implemented.	Directors of Environment and Planning and Finance and Administration	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	2018 - 2021
1.4 - Retain the youth population demographic and provide appropriate facilities.	Number of consultations held with youth groups. Continue support of the Youth Committees.	Director of Environment and Planning	Strategy CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	2018/2019

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
1.5 - Lobby for retention of education facilities.	Advocate for education facilities from pre-school to high school to be retained in the Shire's towns.	General Manager	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	2018 - 2021
1.6 - Protect significant heritage sites to preserve the diverse history of the Shire.	Number of heritage sites receiving funding over three year program.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 1. A built environment enhancing the lifestyle of a diverse community.	Annual funding 2018 - 2021
1.7 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of Works and Operations	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	2018/2019
1.8 - Manage and upgrade Council's public buildings and community centres.	Regular communication and support of Section 355 Committees arrangements. Preparation and review of Council buildings and prepare strategy on future arrangements.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 2. Community liaison to preserve and enhance community facilities.	2018/2019
1.9 - Encourage recreational, cultural and leisure activities while maintaining public safety standards.	Provide funding for existing library and swimming pool facilities. Also, manage animal control and sporting grounds activities.	All three Council Department Directors	Strategy CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	2018 - 2021

REGIONAL CSP STRATEGIC PILLAR NO. 2 - ENVIRONMENT

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Review of long-term Noxious Weeds Management Strategy.	Director of Environment and Planning	Strategy EN2 - Adopt environmental sustainability practices. 3. A healthy natural environment.	2018/2019
2.2 - Promote environmentally sustainable developments (ESD).	Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plan (DCP).	Director of Environment and Planning	Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning. 4. A prosperous economy with the balanced use of our land.	2018/2019
2.3 - Promote use of green and renewable energy.	Council promote alternate energy source initiatives. Implement Climate Change Adaption Strategy.	Director of Environment and Planning	Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	2018 - 2021
2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Council is to manage and distribute the funds through a Section 355 Committee of Council.	Director of Environment and Planning	Strategy EN1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. 1. A built environment enhancing the lifestyle of a diverse community.	Annual funding 2018 - 2021
2.5 - Support land care initiatives to restore and beautify natural resources.	The waterways sustain natural ecosystems through the expansion of willow removal and catchment programs.	Director of Environment and Planning	Strategy EN3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	2018 - 2021

REGIONAL CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
3.1 - Ensure financial viability of Council.	Long-term Financial Planning model implemented. Fit for the Future Action Plan implemented in relation to sustainability.	Director of Finance and Administration	Strategy EC4 - Foster and develop a diverse, adaptive, and innovative agricultural industry. 7. Responsible and efficient use of resources.	Reviewed annually 2018 – 2021
3.2 - Prudent financial management.	Complete implementation of the Internal Audit Strategy and Plan. Achieve key financial benchmarks.	Director of Finance and Administration	Strategy CO5 - Maintain our rural lifestyle. 8. Transparent and accountable governance.	Annual program 2018 – 2021
3.3 - Encourage sustainable population growth and provision of associated infrastructure.	1. Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). 2. Development of a local Business and Economic Development Strategic Plan dovetails into REDS priorities.	Director of Environment and Planning	Strategy EC1 - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. 4. A prosperous economy with the balanced use of our land.	2018/2019
3.4 - Assist facilitation of employment opportunities.	Number of contacts with existing businesses and grant application preparation resources provided to assist businesses.	Director of Finance and Administration	Strategy EC5 - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region. 7. Responsible and efficient use of resources.	2018 – 2021
3.5 - Encourage and support viable local businesses.	Deliver on tourism member and non member benefits program. Tourism section is to prepare two business promotions annually.	Director of Finance and Administration	Strategy EC3 - Support and foster conditions that enable local and small/home-based businesses to grow. 4. A prosperous economy with the balanced use of our land.	2018 – 2021
3.6 - Promote tourism opportunities and community events.	Marketing and promotion is timely, professional, informative and responsive to user needs. Capitalise on Canberra Region brand opportunities.	Director of Finance and Administration	Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. 2. Community liaison to preserve and enhance community facilities.	2018 – 2021

REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.1 - Improve local road and regional road transport networks.	Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation regional roads.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	2018 - 2021
4.2 - Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Asset Management Plans and Asset Strategies by each Asset Class are developed and recommendations implemented.	Director of Works and Operations	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 2. Community liaison to preserve and enhance community facilities.	2018/2019
4.3 - Bitumen sealing all urban streets in towns.	Prepare 4 year road capital works program budget and review works priorities annually.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 1. A built environment enhancing the lifestyle of a diverse community.	2018 - 2021
4.4 - Develop town main street and CBD beautification programs.	Town's main street beautification, improvement programs and street cleaning. Streetscape Plan development and implementation in coordinated manner.	Director of Works and Operations	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 2. Community liaison to preserve and enhance community facilities.	2018/2019
4.5 - Lobby for improved mobile telephone and broadband services.	To ensure regional and rural areas are included in the roll out of Federal Government technological initiatives.	Director of Works and Operations	Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure. 1. A built environment enhancing the lifestyle of a diverse community.	2018 - 2021
4.6 - Improve water supply and sewerage facilities to towns.	Implement town water supply and sewerage improvement programs.	Director of Works and Operations	Strategy IN5 - Ensure high quality water supply options for the towns in the region. 2. A healthy natural environment.	2018 - 2021

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Council provide a strategy for future waste service provision. Implement improvement works to Crookwell landfill/waste centre and the village waste transfer stations to ensure compliance with EPA guidelines.	Director of Works and Operations	Strategy IN6 - Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage. 7. Responsible and efficient use of resources.	2018/2019 and future years
4.8 – Actively seek funding for the Goulburn to Crookwell Rail Trail concept.	Joint Goulburn Mulwaree and Upper Lachlan Shire Councils Committee formed. Feasibility Study to be completed. Project estimates to be completed. Council to pursue grant and other funding options to facilitate the development of a rail trail.	Director of Works and Operations	Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 4. A prosperous economy with the balanced use of our land.	2018 - 2021
4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Implementation of the Pedestrian Access and Mobility Plan (PAMP) to create links to community services in conjunction with NSW Government Stronger Country Communities Fund program.	Director of Works and Operations	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 1. A built environment enhancing the lifestyle of a diverse community.	2018 - 2019
4.10 - Upgrade stormwater and kerb and guttering in towns.	Stormwater Management Plans created and recommendations progressively implemented in a 4 year capital works budget.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 2. A healthy natural environment.	2018 - 2021
4.11 - Progressively replace timber bridges on local and regional roads.	Prepare and implement a 10 year bridge replacement program with funding model in Long Term Financial Plan.	Director of Works and Operations	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 7. Responsible and efficient use of resources.	2018 – 2021

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.12 - Flood Risk Management Plans created for Crookwell Gunning, Taralga and Collector.	Implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning and Director of Works	Strategy EN4 - Maintain a balance between growth, development and environmental protection. 4. A prosperous economy with the balanced use of our land.	2018/2019 and future years
4.13 Transport link priority projects to State Parks including the Wombeyan Caves Road and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Pursue grant funding opportunities that deliver on the pursuit of regional economic growth benefits. Improve road infrastructure assets with potential to stimulate the local economy.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. 4. A prosperous economy with the balanced use of our land.	2018 - 2021
4.14 Progressively bitumen seal all classified roads.	Reductions in classified roads gravel sections. Improvement in road network condition rating to ensure public safety.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	2018 - 2021

REGIONAL CSP STRATEGIC PILLAR NO. 5 – CIVIC LEADERSHIP

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
5.1 - Participate in resource sharing initiatives.	Report projects to Council every year. Achieve annualised $ savings through participation in Canberra Region Joint Organisation projects.	General Manager	Strategy CL3 - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups. Strategy CL4 - Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region. 7. Responsible and efficient use of resources.	Reviewed, reported annually 2018 - 2021
5.2 - Lobby other levels of Government for increased share of funding distribution.	Review the Intergovernmental Agreement. Grants Commission review and amendment to financial assistance grants (FAG) distribution to rural councils.	General Manager	Strategy CL2 - Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies. 8. Transparent and accountable governance.	2018 - 2021
5.3 - Promote community engagement and involvement in decision making processes.	Number of Community Outreach Meetings and program outcomes achieved. Community Survey undertaken every four years. The "Voice" Council newsletter publication distributed quarterly.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 6. Resilient and adaptable communities.	2018 - 2021
5.4 - Leadership and commitment to integrated planning and reporting (IP&R).	Council's IP&R documents clearly articulate the Council's direction across all strategy platforms and performance management efficiency is evident to the community.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 8. Transparent and accountable governance.	Reviewed annually 2018 - 2021