

Upper Lachlan
Shire Council



DELIVERY PROGRAM



2024/2025 -
2027/2028

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 2024/2025 to 2027/2028. The Delivery Program is designed to implement the strategies established in the Upper Lachlan Community Strategic Plan Towards 2042.

This Delivery Program should also be read in conjunction with Upper Lachlan Shire Council's 2024/2025 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 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, bridges, water supply and sewerage network, these issues are 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 roads, bridges, stormwater, 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 an updated 4 year capital works program community submissions to the program and to ensure the program evolves and remains aligned to Council priorities.



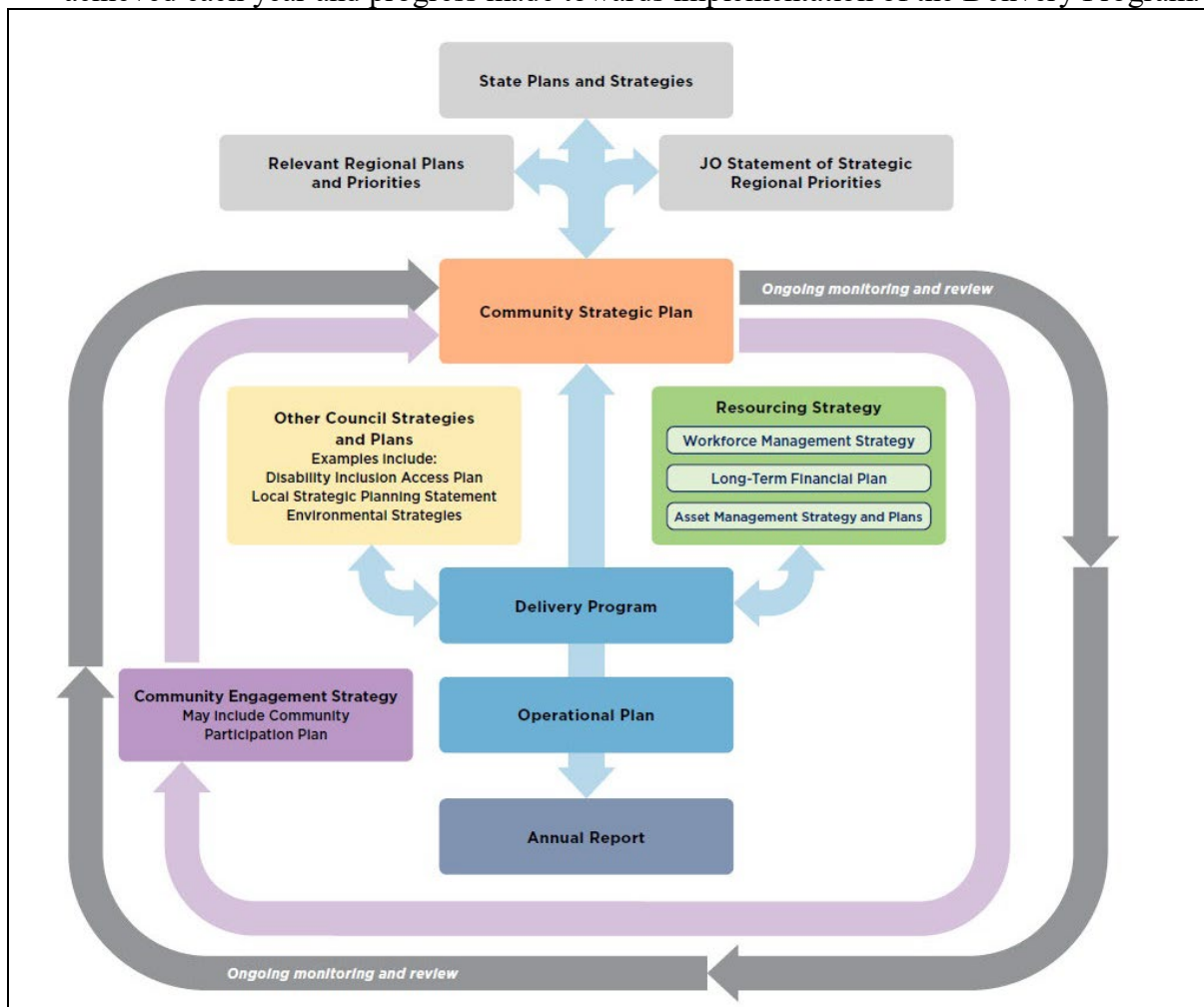
Council Deputy Mayor Mandy McDonald and Mayor Pam Kensit

2. WHAT IS THE DELIVERY PROGRAM?

The Delivery Program forms part of the 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 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 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 an account of what was achieved each year and progress made towards implementation of the Delivery Program.



The Community Strategic Plan is reviewed every four years. Each newly elected Council must complete this review by 30 June in the year following the local government elections. The Delivery Program is 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 annually and adopted at the beginning of each financial year. The document outlines the activities to be undertaken that year.

3. MESSAGE FROM THE MAYOR



Council has developed a long term outlook for our activities and these activities are based upon what the community desires to see happening within towns and villages in the Upper Lachlan Shire Council area.

Initiatives the community want to see happen includes the following:-

- Transport issues regarding improving the condition of the Shire's roads network;
- Improvement in the town's water supplies and sewerage;

Council will continue to face financial sustainability challenges and while Council discontinued the 2024/2025 application for a special rates variation (SRV) increase after strong community sentiment against the SRV proposal, there remains a fundamental annual funding shortfall and service level reviews will be prioritised by the elected Council and senior management to address Council's financial position.

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).

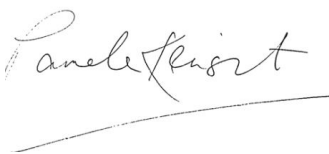
The outcome from the goals should see Council's programs and activities better reflecting what the community as a whole wants. Council has tried to address the needs and demands from all cross-sections of the community.

The 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, NSW State Plan 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 2028.

A handwritten signature in black ink that reads "Pam Kensit". The signature is written in a cursive, flowing style. Below the signature is a horizontal line that starts under the first letter and extends to the right, ending under the last letter.

Clr Pam Kensit
Mayor

4. **MESSAGE FROM THE CHIEF EXECUTIVE OFFICER**



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.

There is a local government election to be held on 14 September 2024. I would like to thank and acknowledge the service of the nine elected councillors and wish all Councillors the best for their campaign to be re-elected and sincerely thank all those who have decided to retire from their role as Councillor.

Strategic Pillars and Principal Activities

Council has adopted the Upper Lachlan Community Strategic Plan Towards 2042 with five Strategic Pillars; these themes include Our Community, Our Environment, Our Economy, Our Infrastructure and Our 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.

Council has committed to a large volume and a wide range of infrastructure works that seek to meet the community’s needs and priorities over the next 4 year period. As an organisation, we will continue to examine our operational efficiency, delivery of customer services and the provision of organisational training. Having a resilient, safe and supported workforce is critical to ensuring that we are achieving the outcomes the community expects.

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.

A handwritten signature in black ink, appearing to read 'Alex Waldron', written in a cursive style.

Alex Waldron
Chief Executive Officer (CEO)

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.

COUNCIL'S 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.



Gunning, Green Project

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



MAYOR
Clr Pam Kensit

M 0400 360 331
E pkensit@upperlachlan.nsw.gov.au



DEPUTY MAYOR
Clr Mandy McDonald

M 0435 243 080
E mmcdonald@upperlachlan.nsw.gov.au



Clr Paul Culhane

M 0410 622 798
E pculhane@upperlachlan.nsw.gov.au



Clr Jo Marshall

M 0408 976 070
E jmarshall@upperlachlan.nsw.gov.au



Clr Nathan McDonald

M 0484 339 390
E nmcdonald@upperlachlan.nsw.gov.au



Clr Darren O'Brien

P (02) 4832 0501
M 0409 821 003
E dobrien@upperlachlan.nsw.gov.au



Clr Susan Reynolds

M 0414 464 206
E sreynolds@upperlachlan.nsw.gov.au



Clr John Searl

P (02) 4845 6337
M 0405 060 347
E jsearl@upperlachlan.nsw.gov.au



Clr Lauren Woodbridge

M 0435 511 951
E lwoodbridge@upperlachlan.nsw.gov.au

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 the Code of Meeting Practice.

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

COUNCIL MEETINGS

The Ordinary Meetings of Council are held on the third Thursday of each month commencing at 1.30pm.

The Ordinary Council Meetings are held at the Crookwell Council Chambers, situated at 44 Spring Street, Crookwell and are broadcasted live by webcast to the public which is available to view at Council's website.

Deputations or presentations by the public to Council are not to exceed five minutes. Deputation or presentation requests must be lodged with the Chief Executive Officer 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. 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 Chief Executive Officer by that day.

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 CHIEF EXECUTIVE OFFICER

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 Chief Executive Officer in relation to the implementation of the strategic plans and policies of the Council,
- (k) In conjunction with the Chief Executive Officer, 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 Chief Executive Officer,
- (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 Chief Executive Officer, 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 Chief Executive Officer,
- (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 Chief Executive Officer by or under this or any other Act.



Rural Fire Service members with CEO Alex Waldron and Mayor Pam Kensit

10. ORGANISATION STRUCTURE

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

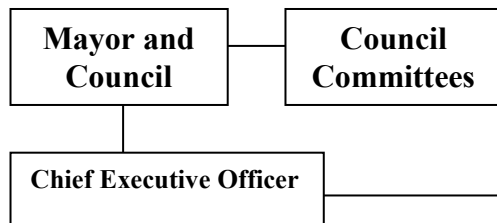
- **Chief Executive Officer's Office** - to provide an effective interface between the community, Council and staff and to enhance the Council's corporate image. Key principal activities include media relations, mayoral activities, grants, civic functions, tourism and economic development.
- **Environment and Planning** - to ensure that development within the Council is regulated in accordance with legislative requirements and having regard to the maintenance of the Council's heritage. Key principal activities include services related to town planning, water supply, sewer, parks and gardens, waste centres, domestic waste management, animal control, information technology systems, health and environmental services and biosecurity management.
- **Infrastructure** - to provide an efficient, effective and flexible engineering and works directorate that undertakes work in accordance with Council's adopted strategic plans and asset management plans. Key principal activities include services related to engineering, roads, bridges, footpaths, stormwater, quarries, public conveniences, emergency services and plant and equipment operations.
- **Finance and Administration** - key principal activities include; to provide professional financial management, governance, corporate support, administration services, records management, library services, cemeteries, procurement and stores control, human resources, payroll and work, health and safety.

SENIOR MANAGEMENT

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:-

| | | |
|---|-----------------------|----------------|
| Chief Executive Officer | Ms Alex Waldron | (wk) 4830 1000 |
| Director of Infrastructure | Mr Leon Kruger | (wk) 4830 1063 |
| Director of Environment and Planning | Mr Simon Arkininstall | (wk) 4830 1027 |
| Director of Finance and Administration | Mr Andrew Croke | (wk) 4830 1008 |

Structure of Council



- Economic Development and Real Estate Development
- Public Relations and Media
- Mayoral Activities and Councillors
- Civic Function and Citizenship
- Probity and Conduct
- Tourism Promotion and Caravan Park
- Arts and Cultural Planning
- Grants

| Director of Finance and Administration | Director of Infrastructure | Director of Environment and Planning |
|---|--|---|
| Financial Management Accounting Taxation Compliance Customer Service Payroll and Return to Work Staff Training Administration Telephone/Switchboard Records Management Contract Management Legal Services Governance Human Resources Management Work Health and Safety (WHS) Procurement and Stores (2 Works Depots) Insurances Rates and Annual Charges Creditors and Debtors Business Papers Privacy Management GIPA Management External and Internal Audit Investments Loans/Borrowings Management Revenue Policy Community Strategic Plan Delivery Program Operational Plan Long Term Financial Planning Annual Report Library Services (2 branch libraries) Taralga Community Service Centre - Australia Post Services Service NSW Agency Services - Crookwell | Plant and Equipment (Workshop) Infrastructure - Maintenance and Construction Roads Bridges Footpaths and Cycleways Kerb and Guttering Bus Shelters Public Conveniences and Amenities Engineering, survey and design services State Emergency Services (SES) Rural Fire Service (RFS) Aerodrome Asset Management Project Management Forward Planning - Infrastructure Road Safety and Parking Areas Traffic Management Public Cemeteries Stormwater/Drainage Management Street Cleaning Private Works RMCC State Road MR54 Contract Roads to Recovery program Regional Road programs Risk Management Quarries/Gravel Pits Service Request Management (CRM) Compliance Framework Quality Control Management Framework Medical Centres Buildings and Offices Maintenance Council Housing Management Community Centres Public Halls and Museum Management | Building Control Health Services Environmental Planning Control (LEP) Pollution Control Development Control (DCP) Heritage and Conservation Regulatory Functions Food and Health Inspections Septic Tank Town Planning Strategic Planning - Land use planning - Subdivision Ordinance Control Licence Monitoring Section 7.11 and Section 7.12 - Development Contribution Plans Section 64 - Development Contribution Plans Wind Farm Community Funds (CEP) Social and Community Planning Noxious Weeds Control Rural Addressing Information Technology Web Page/FaceBook/Internet Geographic Information System (GIS) Water Supply Services Sewer Services Domestic Waste Management Waste Management Centres Parks and Gardens/Sportsgrounds Tree Preservation Order Recreation Swimming Pools (2 Pools) Animal Control Rangers and Stock Impounding |

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

1. OUR COMMUNITY

Strategic Objective We are a network of close-knit and well supported communities that value our 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. OUR ENVIRONMENT

Strategic Objective: We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

The principal activities are:-

- Town Planning and Development Control;
- Building Control and Compliance;
- Environmental Systems and Protection;
- Biosecurity (Noxious Weeds) Inspection and Control;
- Food Control and Inspections;
- Waste Centres and Landfills;
- Domestic Waste Management (DWM);
- Water Supply services; and
- Sewer services.

3. OUR ECONOMY

Strategic Objective: We capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. We foster and develop diverse, adaptive and innovative agricultural industry.

The principal activities are:-

- Financial Services;
- Administration and Corporate Support;
- General Purpose Revenue and Rates;
- Information Technology;
- Procurement and Stores; and
- Workforce (Human Resources and Work Health and Safety).

4. OUR INFRASTRUCTURE

Strategic Objective: Infrastructure compliments our rural and historic landscapes whilst supporting healthy communities and industries.

The principal activities are:-

- Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering;
- Stormwater and Drainage;
- Quarries and Gravel Pits;
- Street Cleaning;
- Public Conveniences and Amenities;
- Public Cemeteries;
- Housing and Building Maintenance;
- Engineering and Works Supervision; and
- Plant and Equipment Operations.

5. OUR CIVIC LEADERSHIP

Strategic Objective: Our leaders work collaboratively to meet the needs of the community, in an ethical and strategic manner.

The principal activities are:-

- Councillors / Mayoral Activities and Council / Committee Meetings;
- Governance;
- Tourism Promotion and Business; and
- Caravan Parks.



12. CORPORATE GOVERNANCE

Corporate Governance and Councillors

Councillors are responsible for implementing the corporate strategic plans 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 Chief Executive Officer;
- Ensure Council is accountable for its strategic programs and functions; and
- Ensure that Council activities comply with the law.

Code of Conduct Review

A Conduct Reviewer may deal with complaints regarding allegations of a breach of the Council's Code of Conduct. The Complaints Coordinator may appoint a Conduct Reviewer from the Council appointed Conduct Review Panel (a panel consists of qualified suppliers) to conduct an investigation or preliminary assessment of a complaint. Operating guidelines for the Conduct Reviewer is available in the Code of Conduct 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 review 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 Chief Executive Officer 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 residential population of Upper Lachlan Shire Council as at 30 June 2023 is in below table (source ABS 2023 Census and prior years ABS Estimated Resident Population):-

| Local Government Area | 2018 | 2020 | 2022 | 2023 | % Annual Change |
|-----------------------------|-------|-------|-------|-------|-----------------|
| Upper Lachlan Shire Council | 8,097 | 8,378 | 8,550 | 8,706 | 1% to 2% |

2021 Census Statistics

The Australian Bureau of Statistics (ABS) Census was conducted in August 2021 and the Upper Lachlan Shire Council population total was 8,514. Previously, the 2016 ABS Census data showed the Upper Lachlan population was 7,695. There was a 10.64% population increase from the 2016 Census. Crookwell is the largest town in the Upper Lachlan Shire local government area with a population of 2,686. Gunning township has a population of 820, Taralga township has a population of 403 and Collector locality has a population of 376.

Population gender consisted of:-

| | |
|------------------|-------|
| Gender – Males | 4,314 |
| Gender – Females | 4,200 |
| Total Population | 8,514 |

Age Groups:-

| | | |
|-------------------|-------|----------------------|
| 0 – 14 years | 1,411 | 16.50% of population |
| 15 – 24 years | 782 | 9.20% of population |
| 25 – 34 years | 723 | 8.50% of population |
| 35 – 44 years | 839 | 9.90% of population |
| 45 – 54 years | 1,121 | 13.20% of population |
| 55 – 64 years | 1,507 | 17.70% of population |
| 65 years and over | 2,131 | 25.10% of population |

The median age is 49 years in Upper Lachlan compared to 38 years for persons in Australia.

Income (population aged 15 years and over):-

| | | | |
|----------------------------------|---------|-------------------|---------|
| Median individual \$/week income | \$753 | Australian median | \$805 |
| Median household \$/week income | \$1,465 | Australian median | \$1,746 |
| Median family income \$/week | \$1,906 | Australian median | \$2,120 |

Dwelling Characteristics:-

| | | | |
|--|---------|-------------------|---------|
| Median rent \$/week | \$277 | Australian median | \$375 |
| Median mortgage repayment \$/month | \$1,540 | Australian median | \$1,863 |
| Average number of people per household | 2.4 | Australian median | 3.1 |
| Average number of children per family | 1.90 | Australian median | 2.2 |

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 agriculture sector and service sector industries, 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 25% of the community aged over 65 years; this age demographic has increased by 2% since the 2016 Census.

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

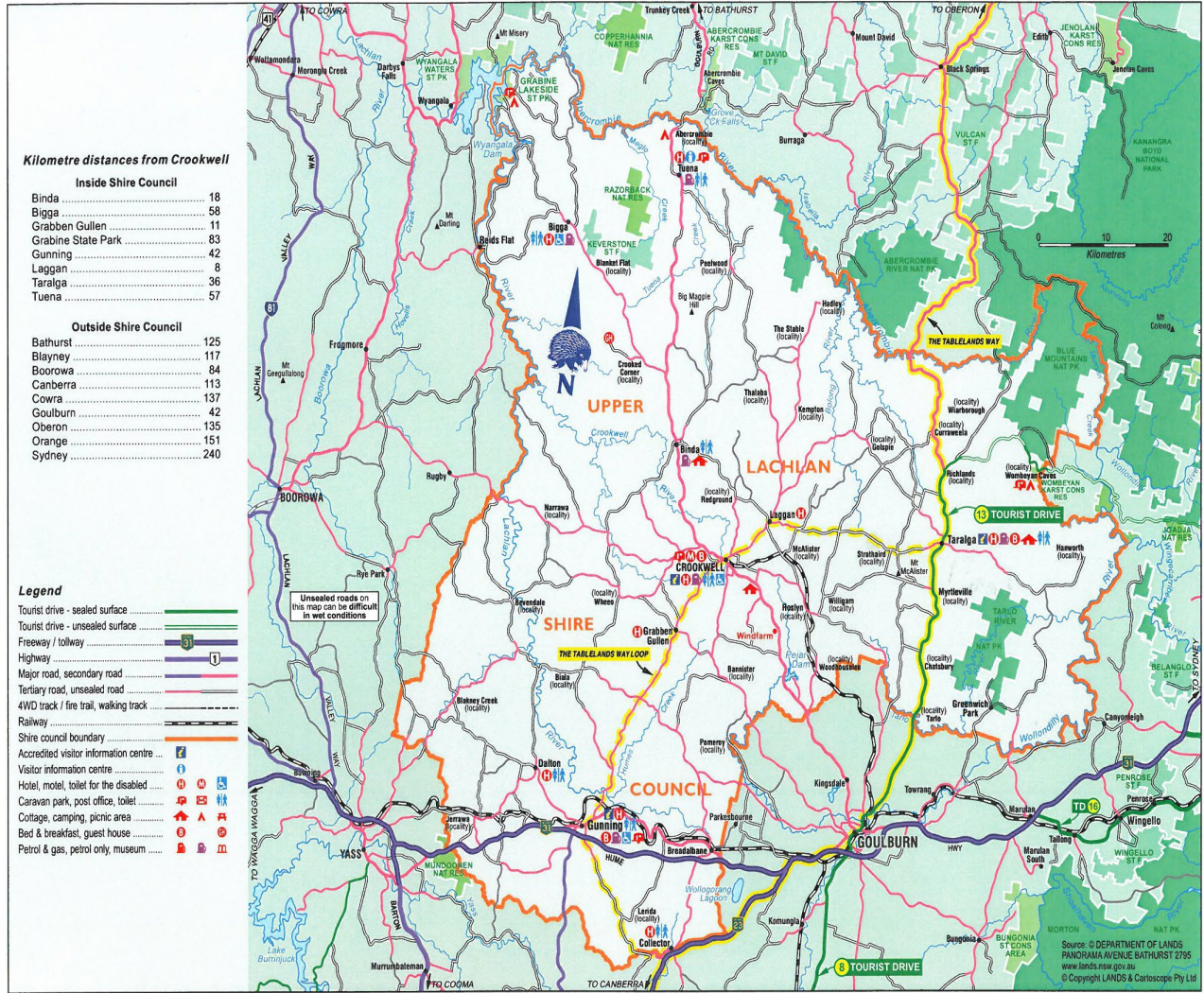
About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

Land

The Shire total land area is 7,127 square kilometres.

Tourist Attractions

Historical Townships, Grabine State Recreation Park (Wyangala), Wombeyan Caves Park Reserve, Taralga Wildlife Park, Tablelands Way tourist drive, Binda Picnic Races, Taralga Australia Day Rodeo, Crookwell Country Festival, Agricultural Society Shows, farm stay, bed and breakfast accommodation, fishing and other recreational activities. There are a number of Wind Farms at Crookwell 1 and 2, Collector, Biala, Cullerin, Gullen Range and Taralga.





14. CONTACT US

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

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TARALGA NSW 2580

Telephone (02) 4840 2099



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, the comparative data is available up to 2023 (2022/2023 financial year).

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 1.50:1 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.

| | 2023 | 2022 | 2021 | 2020 | 2019 |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| Upper Lachlan (Group 10) | 2.07% | 2.88% | 2.30% | 4.56% | 5.12% |
| Blayney (Group 10) | 5.68% | 4.67% | 3.86% | 4.71% | 3.94% |
| Oberon (Group 10) | 3.26% | 3.32% | 3.35% | 4.53% | 4.40% |
| Yass Valley (Group 11) | 2.52% | 2.39% | 3.36% | 1.39% | 3.94% |
| NSW Average | N/A | 4.20% | N/A | 3.80% | 4.15% |
| Group 10 Average | N/A | 6.70% | 4.70% | 4.80% | 5.10% |

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%.

| | 2023 | 2022 | 2021 | 2020 | 2019 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| Upper Lachlan (Group 10) | 44.15% | 44.00% | 52.79% | 52.83% | 63.34% |
| Blayney (Group 10) | 47.78% | 47.90% | 57.54% | 56.42% | 51.24% |
| Oberon Council (Group 10) | 39.38% | 43.75% | 47.13% | 63.22% | 61.52% |
| Yass Valley (Group 11) | 49.84% | 49.40% | 51.50% | 60.23% | 64.27% |
| NSW Average | N/A | 58.00% | N/A | 63.10% | 64.00% |
| Group 10 Average | N/A | 45.20% | 48.70% | 52.80% | 52.00% |

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%.

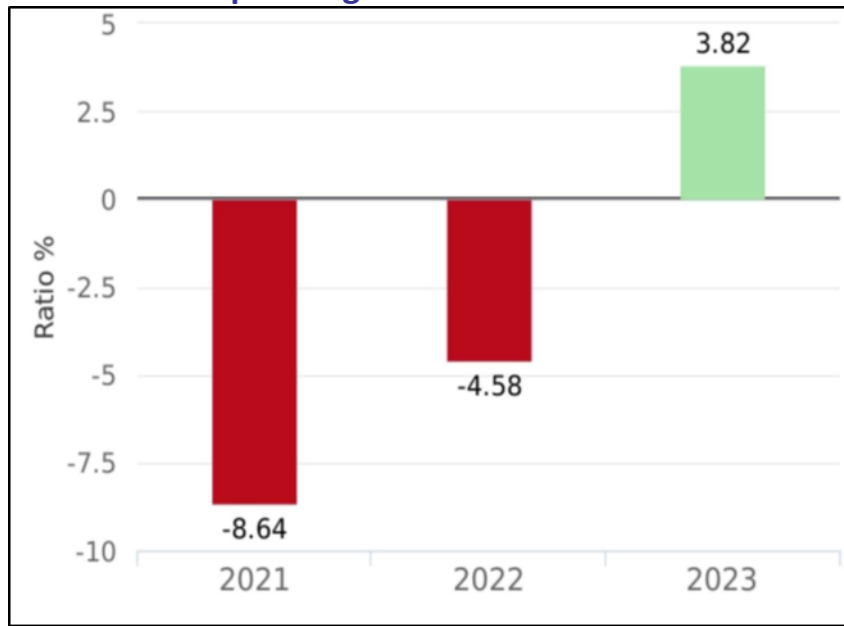
| | 2023 | 2022 | 2021 | 2020 | 2019 |
|---------------------------------|--------------|---------------|---------------|--------------|--------------|
| Upper Lachlan (Group 10) | 3.82% | -4.58% | -8.64% | 1.67% | 1.43% |
| Blayney (Group 10) | 4.51% | -1.96% | -3.74% | -4.96% | -0.91% |
| Oberon Council (Group 10) | 4.54% | -7.62% | 4.07% | -2.73% | 9.75% |
| Yass Valley (Group 11) | -2.72% | 4.07% | -1.35% | 12.08% | 5.59% |
| NSW Average | N/A | 1.50% | N/A | -0.20% | 1.75% |
| Group 10 Average | N/A | 0.50% | -2.10% | -1.00% | 0.90% |

Outstanding Rates and Annual Charges

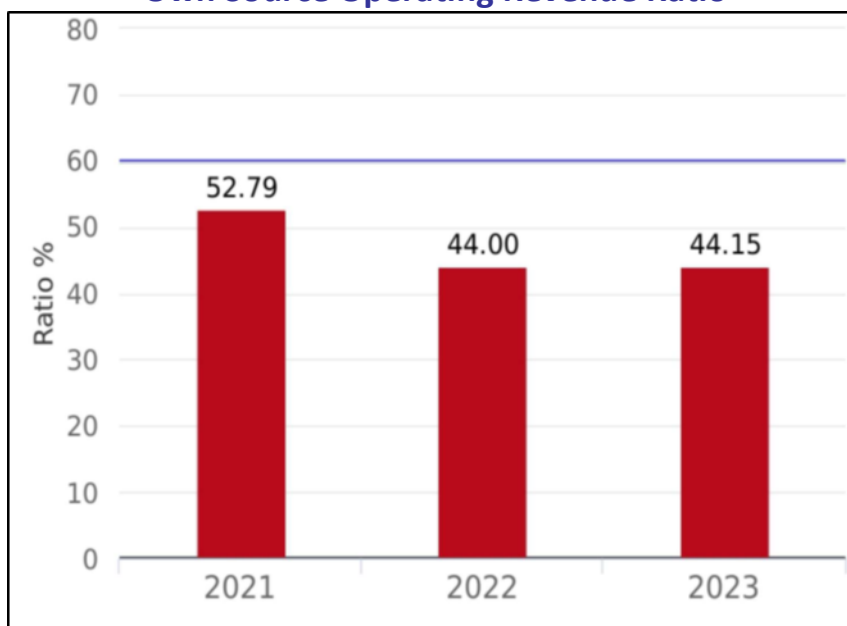
This ratio assesses the impact of uncollected rates and annual charges on Council’s liquidity and adequacy of recovery efforts and practices of Council. The benchmark is less than 10%.

| Financial Benchmarks | 2023 | 2022 | 2021 | 2020 | 2019 |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| Upper Lachlan (Group 10) | 3.82% | 3.18% | 2.42% | 2.67% | 2.39% |
| Blayney (Group 10) | 1.24% | 1.58% | 1.46% | 2.84% | 2.27% |
| Oberon Council (Group 10) | 16.22% | 6.44% | 7.57% | 10.12% | 10.17% |
| Yass Valley (Group 11) | 9.27% | 5.59% | 6.25% | 5.78% | 7.18% |
| NSW Average | N/A | 6.60% | N/A | 6.90% | 6.08% |
| Group 10 Average | N/A | 7.10% | 7.30% | 8.10% | 7.40% |

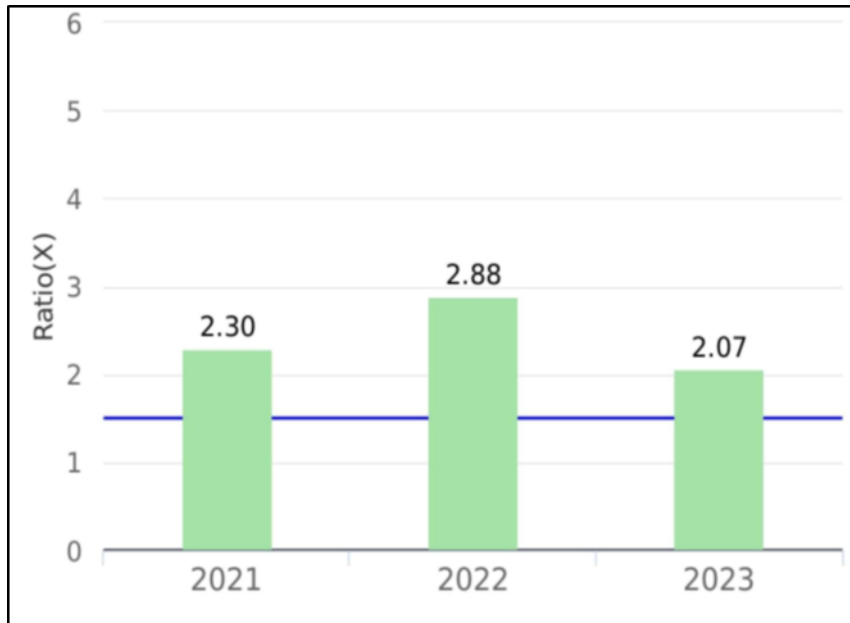
Operating Performance Ratio



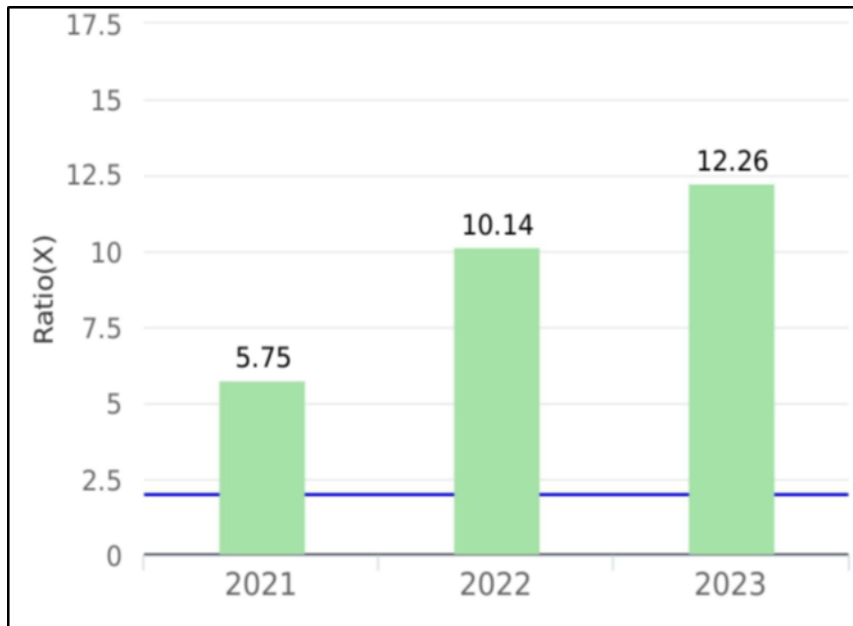
Own Source Operating Revenue Ratio



Unrestricted Current Ratio



Debt Service Cover Ratio



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 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 activities will be funded.

The Delivery Program integrates with a range of key strategic documents including the following:-

- The NSW Premier's Priorities in Action;
- Southern Tablelands Regional Economic Development Strategy 2023 Update;
- Destination Southern NSW Destination Management Plan 2022-2030;
- Tablelands Destination Development Plan 2020;
- CRJO Integrated Planning and Reporting Resilience Toolkit 2024;
- Long Term Financial Plan;
- Infrastructure Plan;
- Workforce Plan;
- Upper Lachlan Tourism Strategic Plan 2020;
- Upper Lachlan Local Environmental Plan 2010;
- Upper Lachlan Section 94 Development Contributions Plan 2007 (Section 7.11);
- Upper Lachlan Section 94A Development Contributions Plan 2012 (Section 7.12);
- Upper Lachlan Section 64 Development Servicing Plans (Water Supply Schemes and Sewerage Schemes) 2008;
- Upper Lachlan State of Environment Report;
- Upper Lachlan Social and Community Plan;
- Upper Lachlan Public Access and Mobility Plan (PAMP);
- Upper Lachlan Community Heritage Study;
- Upper Lachlan Flood Risk Management Plan and Study 2016;
- Upper Lachlan Cultural Plan;
- Upper Lachlan Information Technology Strategic 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. The Delivery Program is prepared in accordance with the Integrated Planning and Reporting requirements. Note: The next local government election is on 14 September 2024.

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 five 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 Priorities in Action for the NSW Government including the following initiatives:-

- A strong economy;
- Highest quality education;
- Well connected communities with quality local environments;
- Putting customer at the centre of everything we do; and
- Breaking the cycle of disadvantage.

There are 12 key priorities to be addressed as follows:-

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 | CSP Strategy (Role of Council and/or Government Agencies) |
|-----------------|------------------------|----------------------------------|--|
| 1 | Creating Jobs | Strategic Pillar 3 – Our Economy | <p>*This is a shared Council / Government action</p> <p>Strategy B.1 - Promote the region as an ideal location for businesses and industry.</p> <p>Strategy B.3 - Partner with businesses and other organisations to attract and retain skilled employees.</p> <p>Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.</p> |

| Priority Number | NSW Premier's Priority | Strategic Pillar | CSP Strategy (Role of Council and/or Government Agencies) |
|-----------------|---------------------------------------|---|---|
| | | | <p>Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.</p> <p>Strategy B.7 - Support our young people to access surrounding education, training and employment pathways.</p> <p>Strategy B.8 - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.</p> <p>Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.</p> |
| 2 | Building Infrastructure | Strategic Pillar 4 – Our Infrastructure | <p>*This is a shared Council / Government action</p> <p>Strategy D.1 - Plan for, maintain and improve road corridor networks.</p> <p>Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity.</p> <p>Strategy D.5 - Develop infrastructure and attractions that emphasise the natural and heritage features of the region.</p> <p>Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.</p> <p>Strategy D.9 - Advocate to State and Federal Government agencies for infrastructure that meets the needs of all people in our communities and our visitors.</p> <p>Strategy D.14 - Advocate for a more stable communication network.</p> <p>Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations.</p> |
| 3 | Reducing domestic violence | Strategic Pillar 1 – Our Community | <p>*This is a State Government action</p> <p>Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages.</p> |
| 4 | Improving service levels in hospitals | Strategic Pillar 1 – Our Community | <p>*This is a State Government action</p> <p>Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community.</p> |
| 5 | Tackling childhood obesity | Strategic Pillar 1 – Our Community | <p>*This is a State Government action</p> <p>Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community.</p> |
| 6 | Improving education | Strategic Pillar 3 – Our | <p>*This is a State Government action</p> <p>Strategy B.7 - Support our young people to access</p> |

| Priority Number | NSW Premier's Priority | Strategic Pillar | CSP Strategy (Role of Council and/or Government Agencies) |
|-----------------|---------------------------------|---|--|
| | results | Economy | surrounding education, training and employment pathways. Strategy B.8 - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities. Strategy D.14 - Advocate for a more stable communication network. |
| 7 | Protecting our kids | Strategic Pillar 1 – Our Community | *This is a State Government action Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages. Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks. Strategy E.11 - We aim to engage ‘hard to reach’ parts of our community in decisions that affect them and our region. |
| 8 | Reducing youth homelessness | Strategic Pillar 1 – Our Community | *This is a State Government action Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages. |
| 9 | Driving public sector diversity | Strategic Pillar 5 – Our Civic Leadership | *This is a shared Council / Government action Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements. Strategy E.2 - Make doing business with Council easier. Strategy E.3 - Governance provides a sound basis for decision making. Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region. Strategy B.3 - Partner with businesses and other organisations to attract and retain skilled employees. Strategy B.5 - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities. |
| 10 | Keeping our environment clean | Strategic Pillar 2 – Our Environment | *This is a shared Council / Government action Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. Strategy C.2 - Implement effective integrated weed and pest animal management. Strategy C.3 - Protect and rehabilitate waterways and catchments. |

| Priority Number | NSW Premier's Priority | Strategic Pillar | CSP Strategy (Role of Council and/or Government Agencies) |
|-----------------|-------------------------------|---|--|
| | | | <p>Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint.</p> <p>Strategy C.5 – To investigate and adopt environmental sustainability practices and purchasing across the organisation.</p> <p>Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning.</p> |
| 11 | Faster housing approvals | Strategic Pillar 2 – Our Environment | <p>*This is a shared Council / Government action</p> <p>Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning.</p> <p>Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions.</p> <p>Strategy C.8 - Encourage positive social and environmental contributions from developers.</p> |
| 12 | Improving government services | Strategic Pillar 5 – Our Civic Leadership | <p>*This is a shared Council / Government action</p> <p>Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.</p> <p>Strategy E.8 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p>Strategy E.11 - We aim to engage ‘hard to reach’ parts of our community in decisions that affect them and our region.</p> <p>Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation.</p> <p>Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.</p> <p>Strategy B.2 - Foster a diverse and resilient agricultural industry.</p> <p>Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.</p> |

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

All NSW Councils are required 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 progressive report to the community on progress and achievements.

COMMUNITY SURVEYS

Following on from the initial community survey in 2012, Piazza Research completed a new survey in 2015 by utilising a telephone survey, supported by a secure online survey, of community members. 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.

In March 2019, Piazza Research completed a follow up community survey. 222 surveys were completed or 3% of the Shire's population. The community survey findings demonstrated overall satisfaction with Council services was high with 60% of respondents being satisfied.

COMMUNITY STRATEGIC PLAN DEVELOPMENT

The Upper Lachlan Community Strategic Plan Towards 2042 has replaced the Tablelands Regional Community Strategic Plan 2016-2036, and took effect on 1 July 2022.

The Canberra Region Joint Organisation (CRJO) engaged consultants, Projectura, to undertake the development of a Regional Community Strategic Plan and individual councils Community Strategic Plans, a Community Engagement Strategy and facilitation of community engagements in the seven local government areas (LGAs).

The project schedule for delivery of the CSP is outlined as follows:-

- Inception March-April 2021: Desktop review of current Community Strategic Plans, relevant state strategies, research findings and data sets.
- May-August 2021: Prepare and implement the Community Engagement Strategy.

- August-September 2021: Analyse engagement findings and prepare and issue Community Engagement Report.
- September-December 2021: Prepare and issue a Draft Regional Community Strategic Plan (including individual council chapters), including indicators. This included peer review of the existing Tablelands Regional Community Strategic Plan 2016-2036.
- February 2022: Present the Draft Community Strategic Plan to individual councils.

The community consultation utilised in the development of the CSP was extensive and included the following steps:-

- Key Stakeholder Identification, Engagement and Register;
- Methods of Key Community Engagement Activities determined; and
- Community Engagement Strategy developed.

The community engagement activities in Upper Lachlan LGA included:-

- On-line Community Survey;
- Telephone surveys by Projectura and Taverner Research;
- Discussion Guides, Project Media Releases and Have Your Say web link;
- Council website and local media channels promotion and information dissemination;

Total participation in community engagement in 2021 included 279 people or 3.40% of the population engaged. There were no community workshops/meetings held face to face due to COVID-19 pandemic impacts and health regulation restrictions.

PLANNING PRINCIPLES

In developing the CSP, Council has considered other regional plans. The Community Strategic Plan and Community Engagement Report 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.

19. COMMUNITY STRATEGIC PLAN – STRATEGIC PILLARS AND ASPIRATIONS

The Upper Lachlan Community Strategic Plan Towards 2042 (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. Our Community**
- 2. Our Environment**
- 3. Our Economy**
- 4. Our Infrastructure**
- 5. Our Civic Leadership**

CSP STRATEGIES

1. Our Community (CO)

Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages.

Strategy A.2 - Our community driven sports and recreation groups are supported.

Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community.

Strategy A.4 - Our Traditional Owners and First Nations people ongoing and historic connection to Country is acknowledged.

Strategy A.5 - Events celebrate the identity of our towns, produce, heritage and culture.

Strategy A.6 - Support the community by encouraging creative expression through arts and culture.

Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks.

Strategy A.8 - Support and promote services, community groups and local initiatives as a way of supporting residents and welcoming and including new residents.

2. Our Environment (EN)

Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region.

Strategy C.2 - Implement effective integrated weed and pest animal management.

Strategy C.3 - Protect and rehabilitate waterways and catchments.

Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint.

Strategy C.5 – To investigate and adopt environmental sustainability practices and purchasing across the organisation.

Strategy C.6 - Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.

Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions.

Strategy C.8 - Encourage positive social and environmental contributions from developers.

3. Our Economy (EC)

Strategy B.1 - Promote the region as an ideal location for businesses and industry.

Strategy B.2 - Foster a diverse and resilient agricultural industry.

Strategy B.3 - Partner with businesses and other organisations to attract and retain skilled employees.

Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.

Strategy B.5 - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities.

Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.

Strategy B.7 - Support our young people to access surrounding education, training and employment pathways.

Strategy B.8 - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.

4. Our Infrastructure (IN)

Strategy D.1 - Plan for, maintain and improve road corridor networks.

Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity.

Strategy D.3 - Our local character is maintained through the protection and preservation of historic buildings.

Strategy D.4 - Encourage community pride through the beautification of our towns and rural areas.

Strategy D.5 - Develop infrastructure and attractions that emphasise the natural and heritage features of the region.

Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation.

Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.

Strategy D.8 - Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible.

Strategy D.9 - Advocate to State and Federal Government agencies for infrastructure that meets the needs of all people in our communities and our visitors.

Strategy D.10 - Provide high quality reliable water supply to communities.

Strategy D.11 - Provide safe and efficient sewerage services to communities.

Strategy D.12 - Our recycling and waste management practices are accessible and efficient.

Strategy D.13 - Advocate for servicing of mobile telephone blackspot areas.

Strategy D.14 - Advocate for a more stable communication network.

5. Our Civic Leadership (CL)

Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements.

Strategy E.2 - Make doing business with Council easier.

Strategy E.3 - Governance provides a sound basis for decision making.

Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.

Strategy E.5 - Manage resources in a responsible manner that supports the ongoing viability of Council.

Strategy E.6 - Seek out and pursue income generating opportunities for Council.

Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations.

Strategy E.8 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region.

Strategy E.9 - Council understands the aspirations of the community and seeks to work together to solve local issues.

Strategy E.10 - Residents have access to timely, relevant and accurate information on matters that affect them.

Strategy E.11 - We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region.

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

20. DELIVERY PROGRAM ACTIONS

From the community consultation and engagement process in 2021 and 2016 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 CSP Pillars and Strategic Objectives.

The Delivery Program Actions are outlined below:-

1. 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) Protect all significant heritage sites to preserve the diverse history of the Shire.
- 6) Social inclusion for all disparate communities.
- 7) Manage and upgrade Council's public buildings and community centres.
- 8) Encourage recreational, cultural and leisure activities while maintaining public safety standards.

2. 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 7.12 Development Contributions payments for all State Significant – Designated Developments.
- 5) Support land care initiatives to restore and beautify natural resources.
- 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.

3. CSP STRATEGIC PILLAR - ECONOMY:

- 1) Prioritise 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) Promote tourism opportunities.

4. 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 and CBD beautification programs.
- 5) Lobby for improved mobile telephone and broadband services.
- 6) Develop new and upgrade existing footpaths and cycleway networks.
- 7) Upgrade stormwater and kerb and guttering in towns.
- 8) Replace bridges on local and regional roads.
- 9) Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.

5. CSP STRATEGIC PILLAR – CIVIC LEADERSHIP:

- 1) Participate in resource sharing initiatives.
- 2) Promote community engagement and involvement in decision making processes.
- 3) Leadership and commitment to integrated planning and reporting (IP&R).



Australia Day 2024 at Gunning

21. ACHIEVING OUR COMMUNITY STRATEGIC PLAN GOALS

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

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. | Medical practitioners are provided support to facilitate health care service provision. | Director of Infrastructure and Chief Executive Officer | Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community. 5. People attaining health and wellbeing. | 2024 - 2027 |
| 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 A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages. 2. Community liaison to preserve and enhance community facilities. | 2024 - 2027 |
| 1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds. | Implementation of actions identified in the Social and Community Plan, Disability Inclusion Plan, Cultural Plan and Ageing Strategy. | Director of Environment and Planning | Strategy A.6 - Support the community by encouraging creative expression through arts and culture. 6. Resilient and adaptable communities. | 2024 - 2027 |
| 1.4 - Retain the youth population demographic and provide appropriate facilities. | Continue support of the Youth. | Director of Environment and Planning | Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks. 2. Community liaison to preserve and enhance community facilities. | 2024 - 2027 |

| Delivery Program Actions | Performance Measures | Responsibility | CSP Strategy and Aspiration | Timeframe |
|--|---|--|---|------------------|
| 1.5 - Protect significant heritage sites to preserve the diverse history of the Shire. | Heritage sites receiving funding over three year program. | Director of Environment and Planning | Strategy A.5 - Events celebrate the identity of our towns, produce, heritage and culture. 1. A built environment enhancing the lifestyle of a diverse community. | Annual funding |
| 1.6 - Social inclusion for all disparate communities. | Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns. | Director of Environment and Planning | Strategy A.2 - Our community driven sports and recreation groups are supported. 6. Resilient and adaptable communities. | 2024 - 2027 |
| 1.7 - Manage and upgrade Council's public buildings and community centres. | Preparation and review of Council buildings and strategy on future arrangements. | Director of Infrastructure | Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks. 2. Community liaison to preserve and enhance community facilities. | 2024 - 2027 |
| 1.8 - 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 A.2 - Our community driven sports and recreation groups are supported. 2. Community liaison to preserve and enhance community facilities. | 2024 - 2027 |

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 Biosecurity Management Strategy. | Director of Environment and Planning | Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. Strategy C.2 - Implement effective integrated weed and pest animal management. 3. A healthy natural environment. | 2024 - 2027 |
| 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 C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning. Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions. 4. A prosperous economy with the balanced use of our land. | 2024 - 2027 |
| 2.3 - Promote use of green and renewable energy. | Council promote alternate energy initiatives. Review Climate Change Adaption Strategy and development of Resilience Framework. | Director of Environment and Planning | Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment. | 2024 - 2027 |
| 2.4 - Pursue Section 7.12 Development Contributions payments for all State Significant - Designated Developments. | Council is to manage and distribute the funds through a Community Enhancement Program for each wind farm committee. | Director of Environment and Planning | Strategy C.8 - Encourage positive social and environmental contributions from developers. Strategy B.2 - Foster a diverse and resilient agricultural industry. 1. A built environment enhancing the lifestyle of a diverse community. | 2024 - 2027 |
| 2.5 - Support land care initiatives to restore and beautify natural resources. | Continued partnership working to protect our environment by enhancing land and waterways to sustain natural ecosystems. | Director of Environment and Planning | Strategy C.3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities. | 2024 - 2027 |

| Delivery Program Actions | Performance Measures | Responsibility | CSP Strategy and Aspiration | Timeframe |
|---|---|--------------------------------------|---|------------------|
| 2.6 - Improve water supply and sewerage facilities to towns. | Implement town water supply and sewerage improvement programs and include within Long Term Financial Plan (LTFP). | Director of Environment and Planning | Strategy D.10 - Provide high quality reliable water supply to communities. Strategy D.11 - Provide safe and efficient sewerage services to communities. 2. A healthy natural environment. | 2024 - 2027 |
| 2.7 - 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 Environment and Planning | Strategy D.12 - Our recycling and waste management practices are accessible and efficient. 7. Responsible and efficient use of resources. | 2024 - 2027 |

CSP STRATEGIC PILLAR NO. 3 - ECONOMY

| Delivery Program Actions | Performance Measures | Responsibility | CSP Strategy and Aspiration | Timeframe |
|---|---|--|--|----------------------------------|
| 3.1 – Prioritise Financial viability of Council. | Long-term Financial Planning model implemented. | Director of Finance and Administration | Strategy E.5 - Manage resources in a responsible manner that supports the ongoing viability of Council. 7. Responsible and efficient use of resources. | Reviewed annually 2024 – 2027 |
| 3.2 - Prudent financial management. | Achieve Financial Statements performance benchmarks. | Director of Finance and Administration | Strategy E.6 - Seek out and pursue income generating opportunities for Council. 8. Transparent and accountable governance. | Reviewed annually 2024 – 2027 |
| 3.3 - Encourage sustainable population growth and provision of associated infrastructure. | Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). | Chief Executive Officer | Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. 4. A prosperous economy with the balanced use of our land. | 2024 – 2027 |
| 3.4 - Assist facilitation of employment opportunities. | Number of contacts with existing businesses and grant application preparation resources provided to assist businesses. | Chief Executive Officer | Strategy B.7 - Support our young people to access surrounding education, training and employment pathways. 7. Responsible and efficient use of resources. | 2024 – 2027 |
| 3.5 - Promote tourism opportunities. | Marketing and promotion is timely, professional, informative and responsive to user needs. Capitalise on Canberra Region brand opportunities. | Chief Executive Officer | Strategy B.5 - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities. 2. Community liaison to preserve and enhance community facilities. | 2024 – 2027 |

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 on regional roads. | Director of Infrastructure | Strategy D.1 - Plan for, maintain and improve road corridor networks. 7. Responsible and efficient use of resources. | 2024 - 2027 |
| 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 Infrastructure | Strategy D.8 - Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible. 2. Community liaison to preserve and enhance community facilities. | 2024 - 2027 |
| 4.3 - Bitumen sealing all urban streets in towns. | Prepare 4 year road capital works program budget and review works priorities annually. | Director of Infrastructure | Strategy D.1 - Plan for, maintain and improve road corridor networks. 1. A built environment enhancing the lifestyle of a diverse community. | 2024 - 2027 Annual program |
| 4.4 - Develop town and CBD beautification programs. | Implement town main street beautification works. | Director of Infrastructure | Strategy D.4 - Encourage community pride through the beautification of our towns and rural areas. 2. Community liaison to preserve and enhance community facilities. | 2024 - 2027 |
| 4.5 - Lobby for improved mobile telephone and broadband services. | Advocate Federal Government agencies to ensure regional and rural areas are included in the roll out of technological initiatives. | Director of Infrastructure | Strategy D.13 - Advocate for servicing of mobile telephone blackspot areas. Strategy D.14 - Advocate for a more stable communication network. 1. A built environment enhancing the lifestyle of a diverse community. | 2024 - 2027 |

| Delivery Program Actions | Performance Measures | Responsibility | CSP Strategy and Aspiration | Timeframe |
|--|---|----------------------------|---|------------------|
| 4.6 - Develop new and upgrade existing footpaths and cycleway networks. | Implement 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 Infrastructure | Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation. 1. A built environment enhancing the lifestyle of a diverse community. | 2024 - 2027 |
| 4.7 - 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 Infrastructure | Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences. 2. A healthy natural environment. | 2024 - 2027 |
| 4.8 - Replace bridges on local and regional roads. | Implementation of the bridge replacement program with funding to be sourced from external funding bodies. | Director of Infrastructure | Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations. 7. Responsible and efficient use of resources. | 2024 - 2027 |
| 4.9 Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way 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. Deliver grant projects and improve road infrastructure assets with potential to stimulate the local economy and grow businesses. | Director of Infrastructure | Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity. Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters. Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. 4. A prosperous economy with the balanced use of our land. | 2024 – 2027 |

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 (CRJO) projects. | Chief Executive Officer | Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region. Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements. 7. Responsible and efficient use of resources. | Reviewed annually 2024 - 2027 |
| 5.2 - Promote community engagement and involvement in decision making processes. | Regular community meetings and Committees of Council outcomes achieved. Community Survey undertaken every four years. | Chief Executive Officer and Director of Finance and Administration | Strategy E.9 - Council understands the aspirations of the community and seeks to work together to solve local issues. Strategy E.11 - We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region. 6. Resilient and adaptable communities. | 2024 - 2027 |
| 5.3 - 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. | Chief Executive Officer and Director of Finance and Administration | Strategy E.2 - Make doing business with Council easier. Strategy E.3 - Governance provides a sound basis for decision making. 8. Transparent and accountable governance. | Reviewed annually 2024 - 2027 |