

The Delivery Program Actions are integrated with the Tablelands Regional Community Strategic Plan (CSP) Strategies and referenced to a Community Aspiration. Each six month period the General Manager is to provide a progress report with respect to the Delivery Program Actions. This update is provided to 30 June 2021.

REGIONAL CSP STRATEGIC PILLAR NO.1 - COMMUNITY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Completed – community buildings are leased to facilitate health care services and in-kind contributions.
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.	Completed – ongoing liaison continued. Pending - Disability Inclusion Action Plan review to commence in 2021/2022.
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Implementation of actions identified in the Social and Community Plan, Cultural Plan and Ageing Strategy.	Directors of Environment and Planning & Finance and Administration	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	Pending - review of Social and Community Plan to be undertaken following adoption of LSPS and CPP. Cultural Plan will be reviewed in 2021/2022.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Not achieved – COVID has affected youth engagements. Dissolution of the YAMAD committee.
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.	Completed - continue advocacy to retain current education facilities and Council support to local schools and school activities by donations and work experience placements for school students.
1.6 - 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 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.	Completed - 2 heritage projects received grant funding 2020/2021.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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 Infrastructure	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	Completed – Clifton Park, Crookwell and Goodhew Park, Taralga new BBQ/shelter and picnic tables. Outdoor gymnasium at Taralga, Collector, Dalton and Gunning.
1.8 - Manage and upgrade Council's public buildings and community centres.	Preparation and review of Council buildings and strategy on future arrangements in consultation with appropriate Section 355 Committees.	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.	Completed – support to Section 355 Committees is being provided. Pending - Plans of Management are yet to be established.
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.	Completed – lighting for Crookwell soccer grounds. Upgrade to play equipment at Goodhew Park. Completed – annual animal control report submitted OLG. Gunning pool open in 2020/2021. New Crookwell pool facility construction in Stage 1 commenced in July 2021.

REGIONAL CSP STRATEGIC PILLAR NO.2 - ENVIRONMENT

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
2.1 - Address environmental degradation issues, i.e. noxious weeds control.		Review of Biosecurity Management Strategy.	Director of Environment and Planning	Strategy EN2 - Adopt environmental sustainability practices. 3. A healthy natural environment.	Pending - review of strategy required upon review of Regional Plan in 2021/2022.
2.2 - Promote environmentally sustainable developments (ESD).		Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plans (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.	Being Achieved – work commenced on Local Strategic Planning Statements, Housing Strategy, towns/village master plans and Character Statements.
2.3 - Promote use of green and renewable energy.		Council promote alternate energy source initiatives.	Director of Environment and Planning	Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	Completed - Council partnered with OEH State Government on an energy masterplan of council buildings.
2.4 - Pursue Section 94A Development Contribution 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.	Completed - 4 Community Enhancement Funds operate as Committees of Council distributing funds to community groups. 2 more wind farm CEPs commence in 2021/2022.
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.	Completed – support is provided for land care groups within the Shire.

REGIONAL CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.1 - Ensure financial viability of Council.		Long-term Financial Planning (LTFP) 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.	Completed - LTFP adopted in June 2021. Achieved 4 Fit for Future benchmarks in 2019/2020. Operating surplus result achieved in preceding 12 years up to 30 June 2020.
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.	Completed – 3 internal audit projects undertaken by Grant Thornton in 2020.
3.3 - Encourage sustainable population growth and provision of associated infrastructure.		1. Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). 2. Development of 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.	Completed - implementation of REDS. Completed – an Upper Lachlan Economic Development Strategy has been completed to compliment REDS.
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.	Completed – Grant Report provided monthly to Council. Tourism has worked proactively with local businesses on business promotion programs and COVID response.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.5 - Encourage and support viable local businesses.	<p>Deliver on tourism member and non-member benefits program.</p> <p>Tourism section is to prepare two business promotions annually.</p>	Director of Finance and Administration	<p>Strategy EC3 - Support and foster conditions that enable local and small/home-based businesses to grow.</p> <p>4. A prosperous economy with the balanced use of our land.</p>	<p>Completed - supporting local businesses implementing the Tablelands Destination Development Plan and Upper Lachlan Local Destination Action Plan. Industry e-news provides a supply of relevant and timely information and opportunities. Assisted with grant writing in response to Bushfire and COVID Relief funds. Promoted business through campaigns and accredited Visitor Information Centre.</p>
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	<p>Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination.</p> <p>2. Community liaison to preserve and enhance community facilities.</p>	<p>Completed – included a new Destination Guide for state-wide distribution, the “Discover the Shire of Villages” campaign, building social media communities and rebranding the Southern Tablelands to position the region as an emerging tourism destination in conjunction with DNSW, Visit Canberra and DSNSW</p>

REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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 of regional roads.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	In progress – capital and maintenance works undertaken on Regional and Local Roads in accordance with schedule published on Council’s website.
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 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.	In Progress – asset data being collated for asset registers to be completed with field data collection and update to the condition rating records for asset revaluation.
4.3 - Bitumen seal all urban streets in towns.		Prepare 4 year road capital works program budget and review works priorities annually.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 1. A built environment enhancing the lifestyle of a diverse community.	Not completed – four year capital road works budget programmed and works have commenced. Delays in capital work projects due to the bridge replacement works.
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 Infrastructure	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.	In Progress - town and village streetscape project of installation of bins, noticeboards and seating is completed. The next phase of the program is yet to be developed.

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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 Infrastructure	Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure. 1. A built environment enhancing the lifestyle of a diverse community.	In Progress – new mobile phone towers funded for Tuena and Wombeyan Caves. Lobbying for provision of towers at Snowy Mount and Curraweela is continuing. NBN services provided.
4.6 - Improve water supply and sewerage facilities to towns.		Implement town water supply and sewerage improvement programs.	Director of Infrastructure	Strategy IN5 - Ensure high quality water supply options for the towns in the region. 2. A healthy natural environment.	Completed - new solar power system has been tendered for Crookwell water treatment plant Package Plant installed at Taralga. In Progress - sewer plant repairs in Crookwell Taralga STP alternative discharge system has been installed and commissioned.
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 Infrastructure	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.	Completed - All landfills have been converted to transfer stations. In Progress - capping system designs for Crookwell Landfill are completed. EPA water discharge are being addressed. Capping system designs for other landfill sites will be completed in 2022.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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 Infrastructure	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.	In Progress - Committee formed. Regional Economic Impact Assessment completed. Lobbying for funding opportunities is continuing and grant application lodged.
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 Infrastructure	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.	Completed - Stronger Country Communities grant funding for footpath construction projects. Construction of new pathways in Taralga, Laggan, Gunning, Bigga, Binda, Crookwell and Collector. Installed Pat Cullen Reserve walkway and Gunning Showground recreation pathway.
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 Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 2. A healthy natural environment.	In Progress - locations requiring improvements identified in the Flood Risk Study. Stormwater works are necessary in Gunning and Crookwell in 2021/2022.

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4.11 - Replace timber bridges on local and regional roads.	Implementation of a 3 year timber bridge replacement program with funding model in Long Term Financial Plan.	Director of Infrastructure	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.	Completed - Julong Road 1, Kiamma Creek MR248E, Wilcox Road, Jeffreys Road, Arthursleigh Road, Reids Flat Road, Woodville Road, Peelwood Road/Unknown and Kangaloolah Road bridges. In Progress – Bigga Road and Peelwood Road bridge construction.
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 & Director of Infrastructure	Strategy EN4 - Maintain a balance between growth, development and environmental protection. 4. A prosperous economy with the balanced use of our land.	Pending - Flood Risk Management Plan and Study recommendations are yet to be implemented.
4.13 - 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 business.	Director of Infrastructure	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.	In Progress - Grabine Road reconstruction and sealing, to be completed by end of September 2021. In Progress - Wombeyan Caves Road MR258 Pending - grant application successful for MR256 Tablelands Way works yet to commence.

4.14 - Progressively bitumen seal all classified roads; i.e. unsealed regional road MR241 Rye Park-Dalton Road.	Reductions in classified roads gravel sections. Improvement in road network condition rating to ensure public safety. Lobby other levels of government for grant funding.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Completed – Council was unsuccessful in receiving grant funding for Rye Park Road MR241.
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REGIONAL CSP STRATEGIC PILLAR NO.5 – CIVIC LEADERSHIP

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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 and Central West Joint Organisation procurement contracts.	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. 7. Responsible and efficient use of resources.	In Progress - participation in Canberra Region JO; Legal Services panel contract and Regional Community Strategic Plan. Central West JO procurement contract: Copyright Licencing.
5.2 - Lobby other levels of Government for increased share of funding distribution.		NSW Government implement a 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.	Completed - lobbying continuing through Canberra Region JO and meetings with NSW Government Ministers. No changes legislated for FAG grant distribution.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Pending - drop-in sessions "Towards 2042" Regional CRJO Community Strategic Plan to be held in July 2021. Community Survey completed in March 2019. Completed - the "Voice" is produced quarterly and regular media releases prepared.
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.	Completed - IP&R strategic plans completed for 2021/2022 and adopted by Council in June 2021. Attend regular community meetings across shire.