



# Our Place

**HILLTOPS COMMUNITY STRATEGIC PLAN**

2022-2032





# Acknowledgement of Country

Hilltops Council acknowledges the Traditional Custodians, the Wiradjuri and Ngunnawal People, of the land and water within the Hilltops region. We pay respect to Elders past, present and emerging, and also pay respect to the knowledge embedded forever within the Aboriginal Custodianship of Country.



# Message from the Mayor

Welcome to the Hilltops Community Strategic Plan 2022-2032. This plan sets out what you have told us so far about the aspirations of our community for living, working, playing and investing in Hilltops.

The Plan seeks to identify where you see our region heading over the next ten years and to capture what it is you most value about living here. It also provides a range of community objectives for our Hilltops relating to liveability, our local environment, the economy and governance. It also provides objectives for community expectations & involvement in relation to the use of infrastructure, assets and lands across Hilltops.

In addition, the Plan recognises that we all have parts to play in delivering our preferred future for Hilltops and the diverse range of people who choose to live, work, visit and invest in our region. We are seeking greater collaboration and commitment by all levels of government, service providers, businesses and community members to achieve these goals.

This Plan belongs to you, the Hilltops community. It also sets the strategic directions for Hilltops Council and how these will be reflected in their delivery programs, operational plans and priorities.

Hilltops Council is committed to monitoring and reporting on the progress of the Community Strategic Plan on a regular basis consistent with its legislative obligations and the Integrated Planning and Reporting Framework within which it is required to operate.

In 2018, after extensive community consultation, Hilltops Council adopted the Community Strategic Plan 2030 (the Plan). This is a visionary plan of the aspirations of the community. More importantly, it is the community's plan.

Council engages, prepares and adopts the Plan in accordance with the Integrated Planning and Reporting Framework - but it is owned by the community and the outcomes are everyone's responsibility. Six years on, we have now confirmed that the aspirations and objectives of the current Plan remain relevant and reflect the present needs and aspirations of Hilltops communities.

As a community we have a wealth of opportunity ahead of us. To leverage these opportunities, we need to work together. Council will play a major role in shaping the future of the community but cannot deliver these goals alone.

It will only be through broad community commitment, collaboration from all levels of government, and the investment of those that own and manage the diverse range of resources and services we find across Hilltops, that we can achieve our ultimate future.

The content of the Community Strategic Plan picks up on the comments made by community members through the development of the current Plan in 2018. It also takes into account feedback provided during a wide range of consultation programs undertaken with Hilltops communities on various plans and programs.

This is now your chance to review the document and let us know if it reflects your objectives for our Hilltops.

Together with the Community Strategic Plan, Council has released a range of associated strategies, plans and programs. These include the Hilltops Council Delivery Program, Hilltops Council Operational Plan and Hilltops Council Resource Strategy. I thank you for reviewing these to ensure Council have aligned their projects and programs, assets and priorities with the community objectives established in the Community Strategic Plan.

We look forward to working alongside you and a wide range of key partners to achieve the long-term goals of our Hilltops.

Margaret Roles  
Mayor





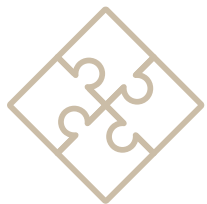




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## What is the CSP?

The Hilltops Community Strategic Plan (CSP) 2022-2032 was developed in consultation with local communities, providing one source for setting the aspirations and objectives for the Hilltops area.

The Hilltops CSP represents our towns, landscapes and neighbourhoods and what we wish them to be in the future. It also establishes objectives to help all members of the community, business and government to work towards achieving community goals.

The Hilltops CSP is a far-reaching document, setting strategic directions suitable for a decade or longer. However, the document is reviewed at the end of each Council term to ensure it is responding to new and emerging challenges and opportunities.

For Hilltops Council, the CSP sets the basis for strategic planning, decision making and resource allocation. Council is required to respond to the CSP and the community by providing a delivery program which details Council's roles and responsibilities and the actions it is committed to, to progress the CSP. This is supported by an annual operational plan and regular monitoring and reporting on progress. These tools and their governance are undertaken in accordance with a process set in legislation.

However, the CSP and its delivery is not just about Council. Its scope is far broader than the activities and responsibilities of Council and requires all of us to work together to succeed.

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## Progressing Community Objectives through Council Programs and Operations

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### Hilltops Community Strategic Plan (CSP)

***A community document administered by Council.***

It is a **long term strategy (10+ years)** setting broad aspirations and objectives. While not a Council document, all actions of Council are required to be able to demonstrate how they further the objectives of the CSP.

### Hilltops Council Delivery Program (DP)

***A Council document identifying how and what Council will do to progress the CSP over the next 4yrs/Council Term.***

It is where Council outlines its roles and responsibilities and how through these, it commits to progressing community aspirations and objectives as listed in the CSP. It is intended to cover the full length of a Council Term (usually 4 years).

### Hilltops Council Operational Plan (OP)

***Listing all actions Council commits to undertake to further the DP over the following financial year.***

It is where Council further details how it will progress the commitments made in the Delivery Program through the priorities and actions they set for the following financial year. This includes listing all relevant targets and deliverables





## Plan on a Page - Hilltops CSP



# Our Place

HILLTOPS *Live. Work. Play*

## Our Vision

*"In 2032 the Hilltops is a thriving region offering a relaxed country lifestyle and diverse economy. We value and protect our friendly community spirit, pristine natural environment, and deep cultural heritage. There are strong connections between our community, environment, and economy, making the Hilltops region a vibrant place to live, work, play and invest."*

## Our Values

*Collaborative   Thriving   Inclusive   Integrated   Connected   Responsive   Innovative*

## Our strategic Pillars of Success

### **Society & Livability** *Loving Where We Live*

- a) A Safe & Healthy Community
- b) Vibrant and Connected towns and villages
- c) Value our historical significance and cultural traditions
- d) Embracing a relaxed lifestyle
- e) Nurture and Provide opportunities for our youth

### **Natural Environment** *A nurtured and Protected Natural Environment*

- a) Maintain the environmental integrity of the region
- b) Protect and rehabilitate our native habitat and natural resources
- c) Maximise renewable and affordable energy resources

### **Economy** *A Strong and Robust Economy*

- a) A thriving and diverse economy for business, tourism and investment
- b) An agricultural region of excellence in innovation, technology and high quality local produce
- c) A diversified economy which encourages business development, investment and fulfilling career opportunities to attract and retain residents, especially young people

### **Governance** *Effective, transparent, collaborative and proactive leadership and governance*

- a) Working together to achieve our objectives through strong civic leadership
- b) An engaged and connected community
- c) Plan and lead with good governance

## Our Strategic Alignment for Success

### **Infrastructure, Land Management Assets & Services**

*"Quality, Accessible and Efficient Assets and Services catering for current and future needs and aspirations."*

### **Working Together**

*"Committed to furthering community needs and aspirations."*

## Our Commitment to Measuring and Reporting Progress

*Community Consultation Plan   Annual Reporting   End of Term Report   Integrated Planning & Reporting   Regional, State & National Plans & Reporting*



# Integrated Planning & Reporting



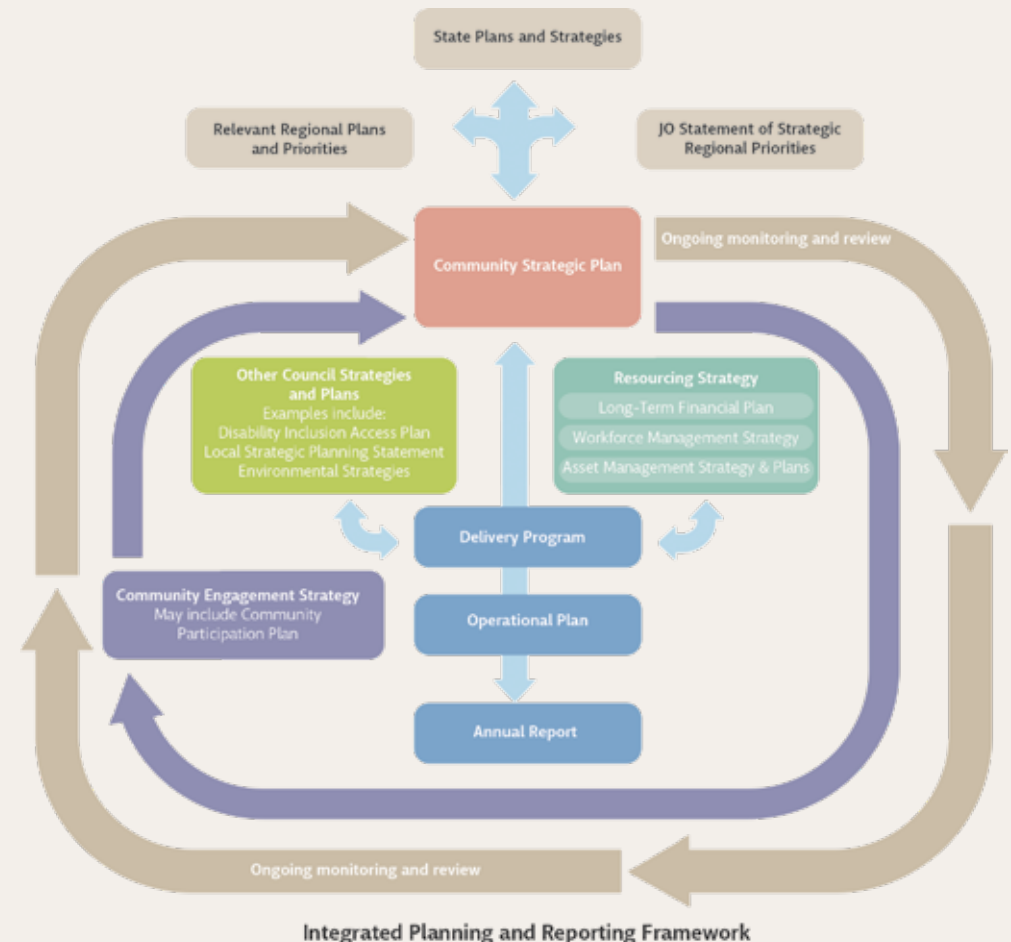
All members of the community are accountable for their use of resources and decisions. This includes complying with the laws and regulations under which we live, work, play and invest.

For local governments across NSW including Hilltops Council, this accountability is to be demonstrated through compliance with the Local Government Act and the associated Integrated Planning and Reporting (IP&R) Framework.

The Community Strategic Plan is noted in both the Act and the IP&R Framework as an integral part of planning and decision making for councils.

The IP&R Framework sets the decision making system for Council, including the key tools for strategy, delivery, monitoring and review. This includes the scope and functions of the CSP.

The Integrated Planning and Reporting Framework requires the regular review and revision of the CSP and Council Strategies. This includes reporting on progress and outcomes on the CSP at the end of each council term (usually every four years).



NSW Government September 2021



A total of **24 formal submissions** were received from 20 submitters during the consultation periods. In addition, **147 community members** attended the public meetings across Hilltops.



## Community Consultation

A comprehensive consultation process was undertaken in accordance with the relevant requirements of the Local Government Act and occurred between Friday 27 May and Friday 24 June 2022. This was in addition to the consultation undertaken on an earlier draft of the CSP in January/February 2022.

The aim of the consultation was to gain input on the Community Strategic Plan to ensure relevance and meaning, with a focus on how we continue to make Hilltops the best place to live, work and play, and to establish the roles and responsibilities of Council over the next ten years to make these happen.



## COMMUNITY WORKSHOPS

Come along and be a voice for your community. Lets discuss:

- What is your vision for our community and how can we continue to make Hilltops the best place to live, work and play?
- What Council proposes to do over the next 4 years to progress the expectations of our community.
- What is happening with waste services and what this means for your specific town or village?










### HARDEN AND SURROUNDS

<b>Jugiong</b>	<b>Galong</b>	<b>Harden</b>
 14 JUNE 2022	 14 JUNE 2022	 14 JUNE 2022
 10.30 AM - 12.30 PM	 1.30 PM - 3.30 PM	 4.30 PM - 6.30 PM
 JUGIONG MEMORIAL HALL	 GALONG MEMORIAL HALL	 HARDEN COUNTRY CLUB

### BOOROWA AND SURROUNDS

<b>Rugby</b>	<b>Rye Park</b>	<b>Boorowa</b>	<b>Reids Flat</b>
 10 JUNE 2022	 10 JUNE 2022	 16 JUNE 2022	 17 JUNE 2022
 10.30 AM - 12.30 PM	 1.30 PM - 3.30 PM	 4.00 PM - 6.00 PM	 10.00 AM - 12.00 PM
 RUGBY HALL	 RYE PARK MEMORIAL HALL	 BOOROWA SHOWGROUND AMENITIES BUILDING	 REIDS FLAT HALL

### YOUNG AND SURROUNDS

<b>Bribbaree</b>	<b>Young</b>	<b>Bendick Murrell</b>
 15 JUNE 2022	 15 JUNE 2022	 17 JUNE 2022
 9.00 AM - 11.00 AM	 4.00 PM - 6.00 PM	 2.00 PM - 4.00 PM
 BRIBBAREE MEMORIAL HALL	 YOUNG TOWN HALL	 BENDICK MURRELL MEMORIAL HALL

## During the May/June 2022 consultation period:

- Integrated Planning and reporting documents were made available at Council administration buildings and libraries.
- A series of media releases and social media posts were released.
- The documents and supporting material were made available on the Hilltops Council website, including further information on how to be involved, how to make a submission and notices for public consultation meetings.
- Public consultation sessions were held across Hilltops. This included sessions in Young, Harden and Boorowa, as well as sessions in several villages including Jugiong, Rugby, Bribbaree, Bendick Murrell, Rye Park, Reids Flat and Galong.
- Council staff were made available for questions from community members and community groups, with information on how to book time with a staff member made available on the Hilltops Council website and Facebook page.

A range of operational and waste management matters were also raised during the engagement process. This included issues and ideas regarding road upgrades, as well as water, sewer and stormwater networks. Also, a range of other matters such as water security, operation of s355 committees, economic development and requests for new and upgraded facilities such as dog parks were raised.

While all actions of Council relate in some way to the IP&R documents many of these matters are best addressed through standard operational processes and reporting.

Each of these items were noted and will be followed up through standard Council operations and process.

# Community Consultation 2018-2021

In addition to the consultation program undertaken for the Draft CSP in early 2022, Hilltops Council have consulted on a range of strategic plans and programs over the life of the current CSP. This includes consultation undertaken in the development of:

- Hilltops Council Waste Management Strategy (2021)
- Hilltops Local Strategic Planning Statement (2020)
- Hilltops Freight and Transport Strategy (2019)
- Hilltops Rural and Residential Lands Study (2019)
- Hilltops Council Operational Plans
- Hilltops Council End of Term Report (2021)
- Hilltops Council Annual Reports
- Hilltops Economic Land Use Strategy (2019)

Our communities have participated in the development of these strategies, with their ideas and comments influencing subsequent Council plans and programs. In the process this has provided Hilltops Council with additional information on the community's ambitions for the region. The comments received and relevant to the content of the Community Strategic Plan are summarised below.

## Summary of Community Feedback

### Our Loves

#### Social and Livability:

- Strong sense of community
- Feeling safe
- Peace, quiet, open space and rural amenity
- 'Rural lifestyle'
- Affordable housing
- Vibrant main streets
- Quality and variety of open space and recreation facilities

### Our Concerns

#### Social and Livability:

- Local opportunities for youth (tertiary education and employment)
- Losing sense of place and history
- Affordable housing
- Attracting families to settle in Hilltops
- Water Security
- Availability and provision of local health services
- Accessible car parking, footpaths and bike networks in Hilltops towns
- Telecommunications (access to reliable and quality mobile and internet services)
- Access to services for elderly, youth, disadvantaged and vulnerable
- Access to and quality of services for rural villages (including waste services)



## Summary of Community Feedback

### Our Loves

#### Environmental

- Natural beauty, clean air, night sky
- Rural amenity of rural landscapes, towns and villages
- Access to parklands
- Access to bushland

#### Economic

- Strong and Diverse Agriculture Sector
- Proximity to regional, state and national markets
- Supportive local business
- Vibrant main streets

#### Governance:

- Accessibility of councillors and staff

### Our Concerns

#### Environmental

- Planning and adapting to address environmental impacts, climate change and natural hazards.
- Loss of biodiversity, including endangered species (eg. Superb parrot)
- Mitigating impacts of growth on the environment.
- Sustainable development

#### Economic

- Achieving a more diverse and growing local economy
- Access to quality industrial lands and supporting infrastructure
- Land use controls and development process that support growth, are easy to use and timely
- Access to a diverse supply of residential lands to cater for current and emerging demand
- Retaining and attracting a skilled labour force
- Costs to develop land
- More employment opportunities
- Capacity for rural areas and villages to diversify and grow their economies
- Greater support for value add economic activities such as tourism
- Water security
- Competitive state and regional freight and passenger connections to major markets and centres (road and rail)
- State of rural roads and bridges

#### Governance:

- Engagement, consultation and connection
- Commitment to projects and programs
- Reporting
- Access to quality and timely data and mapping



# Hilltops Communities



# Hilltops Profile

 <p><b>Hilltops</b> COUNCIL</p>	 <p><b>Employment</b> People employed within Hilltops Approx. 8000 people</p>	<p>Fuel your learning at our <b>21 Educational Facilities</b></p> 	 <p><b>Average Household Income</b> Approx \$68,000</p>	 <p><b>Natural Environment</b> Remnant Native Bushland 2-5% of Hilltops.</p>	 <p><b>Shop Till You Drop</b> at our boutiques and nationally recognised chains</p>
 <p><b>Average Household Size</b> 2.35 persons</p>	<p>Find your team at over <b>89 Local Sporting Clubs</b></p> 	 <p><b>Population 2020</b> 19,000</p>	 <p><b>Age Profile</b> Under 18yrs 23.6% 18-35yrs 16.2% 35-59yrs 31% 60+ 29.3%</p>	 <p><b>Hilltops Area</b> 7,140 square kilometres</p>	 <p><b>Infrastructure</b> 141km of watermains</p>
<p><b>Find the Job for You</b> The Hilltops region has a 5.5% Unemployment rate and strong industry growth</p>	 <p><b>Local Economy</b> Gross Regional Product approximately \$1billion</p>	<p>Practice your swing at <b>4 Golf Courses</b></p> 	 <p><b>Health Facilities</b> 26 bed hospital in Young 33 bed hospital in Harden 18 bed hospital in Boorowa</p>	<p>Practice your faith at <b>22 Places of Worship</b></p> 	<p>Explore the great outdoors at more than <b>22 Local Parks</b></p> 
<p>Make a splash at <b>4 Public Swimming Pools</b></p> 	 <p><b>Dwellings in Hilltops</b> Approx. 9,000</p>	<p>No. of Businesses within Hilltops <b>2,270 Local Business</b></p> 	 <p>Ignite your creativity with <b>15 Art &amp; Culture Groups</b></p>	 <p><b>Infrastructure</b> 1,236 km of sealed roads 1,503km of unsealed roads 63 bridges</p>	 <p><b>Major Industries</b> Agriculture, mining, health and social assistance, retail, education and training</p>

# Our Towns

## Young

2hrs north west of Canberra

4hrs south west of Sydney

Population 2021 – approx. 11,000

The largest of our three towns and here you will find a bustling centre with room to grow, work and study, supported by community, cultural and sporting groups, all adding zest to life.

Convenient access to the services you need, and regarded as a regional hub, with a well-developed and diverse business community.

Well known for its manicured parks and gardens as well as its well-maintained playing fields.

Young provides an array of professional services, banking and financial services and an active business community.

Peaceful Lifestyle  
Convenient Services and Facilities  
Friendly Community  
Employment Opportunities  
Broad range of Retail Outlets  
Sporting Facilities





## Harden - Murrumburrah

90 minutes north west of Canberra

4hrs south west of Sydney

Population 2021 – approx. 2,000

The twin towns of Harden-Murrumburrah are well connected with road transport links along the Burley Griffin Way and direct access to the Sydney to Melbourne rail line.

It is also within 30 minutes of the Hume Highway and 90 minutes of the ACT. The community benefits from a high standard of public amenities, sporting fields, parks and gardens.

Access to a wide variety of long-established businesses servicing the local and wider communities.

Rural Lifestyle  
History - Friendly - Safe  
Sport & Recreation Facilities  
Active Community  
Quality Access to regional, state  
and national markets



## Boorowa

**90 minutes north west of Canberra**  
**3.5 hours south west of Sydney**  
**Population 2021 – approx. 1700**

Boorowa provides an idyllic country town nestled in a picturesque rural landscape. The active main street provides a range of options for residents and visitors to stop, relax and enjoy the hospitality of local business.

The community benefits from a network of locally based services, clubs, and cultural groups.

Located on the Lachlan Valley Way, Boorowa benefits from access to Cowra to the north, Young to the west and the Hume Highway and Yass to the south east. It is also within 90 minutes of the ACT.

The community also enjoys access to a range of quality sport and recreation facilities.

Family Friendly  
Rural Lifestyle  
Active Main Street  
Sport & Recreation Facilities  
Peaceful - Safe  
Quality Access to regional centres and Canberra





# Our Villages

## Bendick Murrell



Country Village  
Quiet  
Peaceful  
Friendly  
Close to Cowra  
and Young

**25 minutes north of Young**  
**35 minutes south of Cowra**

Bendick Murrell houses the region's equestrian centre, well recognised for its regular events and first-rate recreation ground.

## Bribbaree



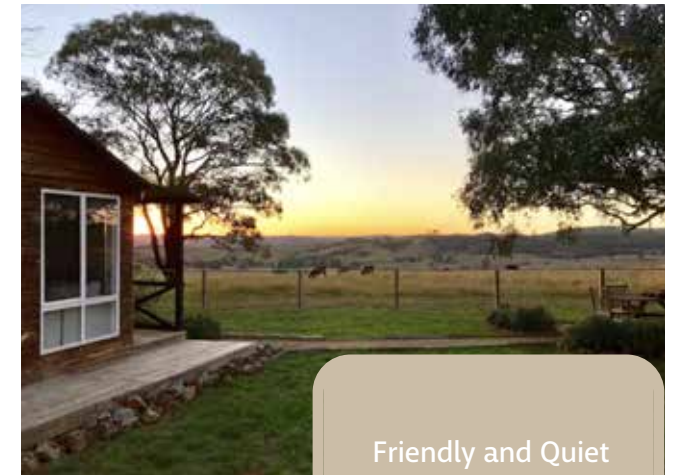
Quiet country village  
Friendly  
Affordable  
Rural Lifestyle  
Spacious

**35 minutes west of Young**

Bribbaree, is located on the eastern edge of the great Western Plains of NSW.

The village provides access to the Weddin Mountains and Ben Hall's Caves to the east.

## Frogmore



Friendly and Quiet  
Rural Lifestyle  
Safe

**25 minutes north of Boorowa**

A gateway to Wyangala Dam, a site for watersports, canoeing and waterskiing.

Copper was found in the district in the 1850's. It is renowned for its quality grazing land.

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## Galong

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Quiet historic rural village  
Friendly  
Rural Lifestyle  
Spacious  
Easy Access to Canberra,  
Yass and Harden

**30 minutes south-west of Boorowa**  
**20 minutes from Harden**

The village is home to the St Clement's Retreat and Conference Centre, and the former Galong Railway Station located on the Sydney-Melbourne railine.

It is in close proximity to the Galong Limestone facility, one of the biggest limestone producers in the region

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## Jugiong

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Rural village providing  
a range of hospitality  
services - Friendly  
Rural Lifestyle - Spacious  
Ready Access to Canberra,  
Yass and Harden

**20 minutes north of Gundagai**  
**30 minutes south-east of Harden**  
**80 minutes south-west from Canberra**

Located adjacent to the Hume Highway and the Murrumbidgee River.

A renowned location for a break, a quality meal or a coffee.

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## Kingsvale

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Friendly Rural Lifestyle  
Spacious  
Easy Access Young  
and Harden

**15 minutes from Young**  
**20 minutes from Harden**

In the heart of Hilltop's stone fruit industry with several large orchards running up to the town limits.

Beautiful vistas of the Hilltops can be seen as you head along the Back Creek Road to Harden.

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## Koorawatha

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Quiet former railway village  
Friendly  
Rural Lifestyle  
Affordable  
Easy Access to Cowra

**30 minutes north of Young**  
**10 minutes south of Cowra**

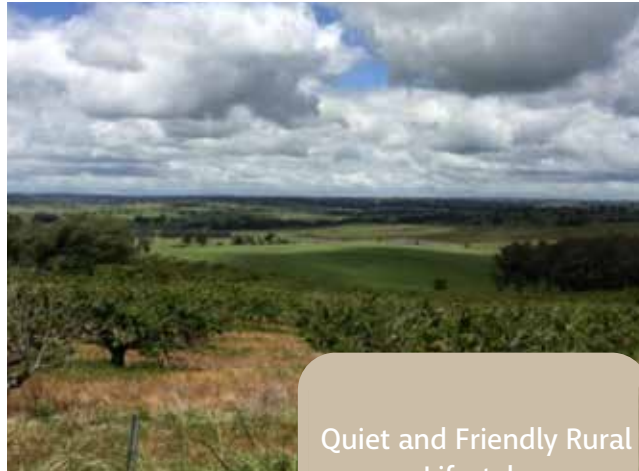
Located in a scenic valley linking Cowra to Young via the Olympic Way.

The 20 minute drive to Koorawatha from Murringo also brings you through the Murringo Gap, a dramatic introduction to the fascinating valley.

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## Maimuru

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Quiet and Friendly Rural Lifestyle  
Spacious  
Ready Access to Young

**10 minutes from Young**

A post World War 1 soldier settlement, originally supporting intensive prune production now dominated by olive and dairy production.

The location for the Young Airport.

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## Milvale

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Friendly Rural Lifestyle  
Spacious  
Ready Access to Young

**30 minutes from Young**  
**30 minutes from Temora**

A small rural village located between Young and Temora bisected by the Stockinbingal-Parkes railway line.



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## Monteagle

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Quiet and Friendly Rural Lifestyle – Safe – Ready Access to Young

### 15 minutes north of Young

Surrounded by orchards and olive groves, Monteagle supports a mix of rural and rural residential lifestyles. Scenic Road provides access from Monteagle to Tout's Lookout for stunning views of the countryside.

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## Murringo

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Quiet historic rural village Friendly Ready access to Young and Boorowa

### 15 minutes west of Boorowa

### 15 minutes east of Young

Founded in the gold rush era, Murringo is the oldest village in the region. It is the southern entrance to the Murringo Valley, leading to Murringo Gap and Cowra.

A compact village supporting a local school, church and town hall with ready access to Young and Boorowa.

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## Reids Flat

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Historic rural village Friendly Affordable

### One hour north-east of Boorowa

Historic town located on the banks of the upper reaches of the Lachlan River.

Upstream from Wyangala Dam on the side of the Great Dividing Range.

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## Rugby

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Rural village  
Friendly  
Rural Lifestyle

**25 minutes north-east of Boorowa**  
**40 minutes from Crookwell**

At the entrance to Hilltops from the Upper Lachlan, Crookwell and Goulburn.

Originally established when the Walla Walla copper mine operated. Benefiting from the Rugby Community Hall and adjacent war memorial recreation ground.

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## Rye Park

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Rural Village Lifestyle  
Ready Access to Boorowa  
Friendly  
Quiet

**25 minutes east of Boorowa**  
**90 minutes north west of Canberra**

An entrance to Hilltops from Yass and the site of one of the richest silver mines in New South Wales.

Surrounded by high quality grazing lands and an emerging renewable energy industry.

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## Wombat

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Friendly Rural Village  
Lifestyle  
Ready Access to Young  
and Harden  
In the heart of the  
orchard district

**15 minutes from Young**  
**15 minutes from Harden**

Adjacent to the Olympic Way providing easy access to Young.

One of the larger villages in Hilltops and surrounded by an active orcharding and viticulture industry.





# Our Rural Landscapes

The Rural Landscapes of Hilltops dominate the region in regards to size, amenity and economic productivity. Our rural lands have a huge impact on Hilltops economy and the scope and scale of activities found within towns and villages across the area.

Economic diversification in these areas continues, with increasing demand for associated uses that are seeking location in rural landscapes such as hospitality venues, and a diverse range of tourism activities. Also, there are an increasing number and scale of intensive agricultural activities such as piggeries and poultry farms as well as renewable energy facilities such as solar and wind farms.

In addition to supporting a strong and diverse agricultural sector, these lands play a significant role in sustaining water, soil and air quality and protecting remnant native vegetation and the region's water catchments.



## Our Rural Landscapes:

- Generate approximately \$600 million towards the regional economy
- Highest employer in the region (approx 26% of employed persons)



# Hilltops – Our Vision

“In 2032 the Hilltops is a thriving region offering a relaxed country lifestyle and diverse economy. We value and protect our friendly community spirit, pristine natural environment, and deep cultural heritage. There are strong connections between our community, environment, and economy, making the Hilltops region a vibrant place to live, work, play and invest.”





# Hilltops – Our Values

To progress our vision, the following guiding principles will be evident across the objectives of the CSP and consistently demonstrated in their progress. These are:

## Thriving

Vibrant  
Healthy  
Sustainable  
Successful  
Strong  
Safe  
Robust

## Inclusive

Everyone  
Transparent  
Customer Focus  
Inviting  
Friendly  
Equity  
Informed  
Welcoming  
Cultural Diversity

## Integrated

Knowledge  
Information  
Planning &  
Management  
Reporting &  
Monitoring  
Funding  
Resourcing  
Strategic

## Connected

Accessible  
Communication  
Competitive  
Linked  
Networks  
Hubs

## Responsive

Efficient  
Effective  
Transparent  
Customer Focus  
Listening  
Robust  
Change

## Innovative

Creative  
Entrepreneurial  
Strategic  
Best Practice  
Competitive  
Continuous  
Improvement

## Collaborative

Shared  
Consultation  
Working Together  
Aligned  
Listening  
Agreed  
Committed  
Strong  
Relationships

Our community has requested these values be reflected in consultation, planning and management within Hilltops and evident in the decisions, priorities and actions of all stakeholders including all levels of government. They have also been integrated into Our Objectives of the CSP. The CSP is seeking for these principles to be demonstrated in the planning, management and reporting of infrastructure, assets and services by all relevant authorities including Hilltops Council and the NSW government.



# Our Hilltops, Our Way – It's up to all of us...

We all influence what Hilltops is and will be through the decisions we make. This includes how and where we work, shop, use our land, socialise, recreate, seek services and invest.

At times we may consider our options to be limited or we have no choice at all. However, it is important for all of us to communicate where any issues and opportunities occur and the options and objectives we have, to make Hilltops an even better place to live, work, play and invest.

## Hilltops Council

Hilltops Council has a significant role to play in progressing many objectives for Hilltops communities. Council is required to demonstrate how it will progress these objectives through its four year delivery program and annual operational plan. It is also required to demonstrate how its assets, finances and workforce will be used towards achieving these goals.

Further information on Hilltops Council's commitments and programs can be found in the Hilltops Council Delivery Program, Operational Plan and Resource Strategy, which are publicly available at Council's website [www.hilltops.nsw.gov.au](http://www.hilltops.nsw.gov.au)

## NSW Government

Many of the services relied upon by Hilltops communities are owned, managed or funded by the NSW government. This includes a majority of health and education services and facilities as well as significant funding towards Council services and

assets including many of the roads traversing Hilltops. They also fund many activities undertaken by local community organisations as well as grants towards local business growth and biosecurity.

In addition, the State government oversees a large proportion of relevant legislation, policy, standards, processes and regulations relating to land use and infrastructure planning, development assessment and compliance, environmental management, financial management and local government operations.

Therefore, ensuring they understand and respond to the needs and aspirations of Hilltops communities in their decision making is essential. Also, seeking to align State and local strategies, commitments and priorities will play a major part in building confidence in Hilltops as a place to live, work, play and invest.

We all have a part to play in delivering the communities and environments we want Hilltops to be in the future.





## Commonwealth Government

While the involvement of the Commonwealth Government in local objectives is not as obvious as that of Hilltops Council and the NSW Government, they are still a major participant in setting the future for Hilltops.

They are a source of funding for both Hilltops Council and the State in relation to a range of matters including health, aged care, freight networks and responding to natural disasters. They also oversee a broad range of legislation, policy and standards relating to areas including environmental protection, safety, financial management, natural resource management and climate change.

Therefore, ensuring the Commonwealth government participates in and responds to local objectives is critical. As is collaborating with both the State and Commonwealth government to identify priorities and commitments to major activities, assets and infrastructure which will shape the livability, economy and environmental sustainability of Hilltops.

## Private Sector

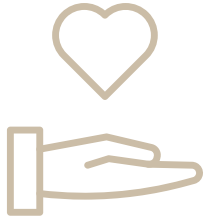
Economic, land use, and resource management and activity within Hilltops is dominated by the actions and decisions of the private sector. This includes local businesses and industry, the agriculture, transport and construction sectors; and private providers of health and education services.

While required to comply with relevant legislation and standards, the decisions made by private landowners, service providers, business and industry can be driven by a diverse range of goals and needs.

Understanding these goals and needs and how we can work together to help local communities benefit will be essential in progressing the objectives of the Community Strategic Plan. This includes building relationships and awareness between the private sector, public authorities and the community to identify opportunities and issues early, and discuss options that can set a healthy way forward.

## Community Groups

Hilltops is supported by a broad range of community groups providing support to many social, recreational, health, civic, environmental and educational activities across the region. Working collaboratively with these groups will be a central part of progressing many CSP objectives, as well as playing a major part in community education and engagement.



# Hilltops Council

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## Hilltops Council Roles and Responsibilities

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Hilltops Council was established on May 12, 2016 and includes the former council areas of Boorowa, Harden and Young in New South Wales.

The region covers an area of 714,040 hectares (7,140 square kilometres) and is located in the Southern Tablelands of NSW.

The Hilltops Council area is bounded by Weddin Shire and Cowra Shire in the north, Upper Lachlan Shire in the east, the Yass Valley Council area in the south-east, the Cootamundra-Gundagai Regional Council area in the south-west, and Temora Shire in the north-west.

**Hilltops Council offers a wide range of services to our community including but not limited to:**

- local roads
- recreation and leisure facilities
- building regulations and development
- public and environmental health
- libraries
- arts and cultural heritage programs
- public works
- parks and public places

- water supply and sewerage
- environmental management
- animal care and registrations
- local events and activities
- waste disposal and recycling collections
- footpaths
- land use planning
- local environmental management
- business regulation

Council also provides support and advocacy to local communities, with additional support activities undertaken for our youth, seniors and people living with disability.

Hilltops Council recognises that how it uses its resources is critical to furthering many community needs and goals, including those listed within the Hilltops Community Strategic Plan. In response, Council develops, implements and monitors a four year delivery program oriented towards progressing the objectives of the CSP. In addition, Council produces an annual operational plan to further detail the activities it will undertake to progress Council's Delivery Program, and through this play a major part in delivering the Hilltops Community Strategic Plan.





## Our Objectives

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## Strategic Pillars for Success

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Our Objectives are defined through Our Strategic Pillars for Success. These Pillars expand on the aspirations of the Vision, setting the strategic directions required to progress the Community Strategic Plan.

The four Strategic Pillar themes align with standard practice and encompass all relevant topics for achieving comprehensive planning and management. They are enhanced by aspirational statements sourced from previous community consultation and reflected in the CSP Vision.

Two additional sets of objectives are identified within the CSP. These are intended to provide context and achieve greater alignment and integration in how the Strategic Pillars are progressed.

The Strategic Pillars for Success are:







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## Strategic Alignment Objectives

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The Strategic Alignment Objectives highlight the need for an integrated and collaborative approach to the planning, consultation and management of resources, to ensure they are used effectively to progress all Our Strategic Pillars for Success.

The Strategic Alignment Objectives are:



### Infrastructure, Land Management, Assets & Services

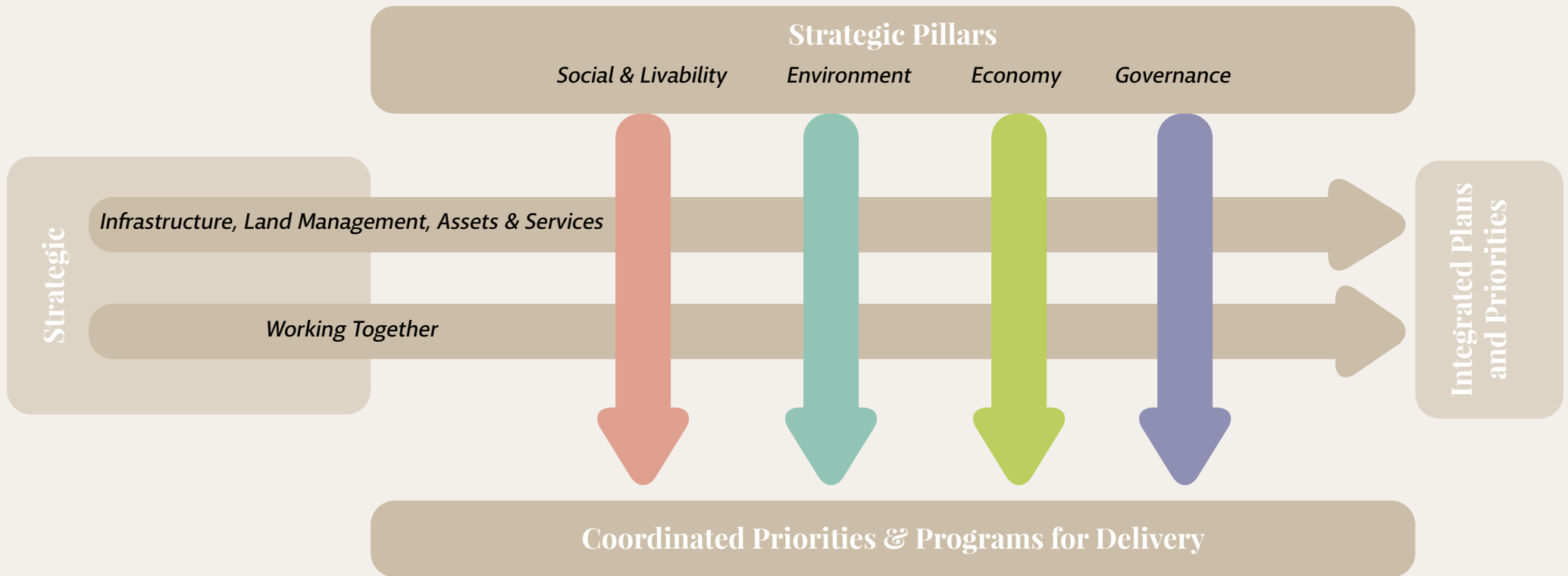
*"Strengthening the region's connectivity and maintenance of our assets and infrastructure"*



### Working Together

*"We are all committed to furthering local community needs and aspirations. All community members and levels of government collaborating towards an agreed future"*

Aligning the Pillars for an integrated and collaborative approach to change.







## Social & Livability (Pillar 1)

*"Our Community Loving Where We Live."*



## Outcome:

“We are a network of inclusive and diverse communities who treasure our country lifestyle, have strong connections and a cultural history which enriches our quality of life.”

Our communities comprise a diverse range of individuals, groups and organisations who work together towards enhancing our towns, villages and rural areas as places to live, work, play, and invest.

They value the lifestyle attributes of Hilltops - the relaxed country lifestyle, the opportunities for social interaction on our vibrant main streets, local parks and sporting fields, and community facilities as well as valuing its safe and accessible neighbourhoods. In addition, they value the relationships built over time that drive

our sport, community, recreational, and volunteer groups as well as the many social and cultural events and exchanges that characterise living in the Hilltops.

Sustaining these attributes and values that shape why our communities love where they live, will be essential. Also, identifying how these fantastic aspects of Hilltops living can attract new families, skills and businesses to the area.

With this, highlighting the need for all community members, including our youth, to be provided with the right support and opportunities to thrive across Hilltops.

These ambitions will be progressed through the following strategic objectives:

- A. A Safe & Healthy Community
- B. Vibrant and Connected towns and villages
- C. Value our historical significance and cultural traditions
- D. Embracing our relaxed lifestyle
- E. Nurture and Provide opportunities for our youth.





## Social & Livability (Pillar 1) “Our Community Loving Where We Live.”

Social & Livability (Pillar 1) - Strategic Objectives	“Our Community Loving Where We Live.”	
<b>1A. Enhancing Our Safe &amp; Healthy Communities by:</b>	<b>Providers &amp; Partners</b>	
A.1. Supporting networks, programs and facilities that encourage healthy lifestyles.	NSW Government Community Groups	Hilltops Council Sports & Recreation Providers
A.2. Advocating the provision of equitable access to medical facilities and services.	NSW Government Health & Medical Service Providers	Hilltops Council Community Groups
A.3. Establishing service levels for local Health and Education services.	NSW Government Health & Medical Service Providers	Hilltops Council Community Groups Business Groups
A.4. Fostering the retention of medical practitioners to preserve local service.	NSW Government Landowners Development Industry	Hilltops Council Community Groups Business Groups
A.5. Enhancing community safety within our neighborhoods, public spaces, and places	NSW Government Landowners Development Industry	Hilltops Council Community Groups Business Groups
A.6. Working with key partners and the community to reduce crime, anti-social behaviour and improve community safety.	NSW Government Landowners Development Industry	Hilltops Council Community Groups Business Groups
A.7. Encouraging the development of facilities and services to assist our most vulnerable	NSW Government Health & Medical Service Providers	Hilltops Council Community Groups Business Groups

<b>1B. Sustaining and supporting Our Vibrant and Connected towns and villages by:</b>	<b>Providers &amp; Partners</b>	
B.1. Enabling diverse, sustainable and affordable housing options.	NSW Government Housing Providers Housing Industry	Hilltops Council Community Groups
B.2. Promoting our diverse retail sector	Business Groups Community Groups	Hilltops Council NSW Government
B.3. Respecting and enhancing our historic community character and heritage value.	Landowners and Managers. Community Groups Business Groups	Hilltops Council NSW Government LALC's
B.4. Increasing the capacity and resilience of our towns, villages, and community organisations.	NSW Government Landowners Development Industry	Hilltops Council Community Groups Business Groups
B.5. Maximising our community return on resource and development agreements	NSW Government Community Groups Industry Groups	Hilltops Council Landowners and Managers
<b>1C. Valuing our historical significance and cultural traditions by:</b>	<b>Providers &amp; Partners</b>	
C.1. Supporting a resilient and vibrant arts and cultural sector across our region.	NSW Government Community Groups	Hilltops Council Business Groups
C.2. Supporting and nurturing Aboriginal cultural heritage and values.	NSW Government LALC's Business Groups Community Groups	Hilltops Council Landowners and Managers.
C.3. Valuing and embracing our multicultural diversity.	Community Groups Landowners and Managers. Business Groups	Hilltops Council NSW Government LALC's
C.4. Activating community spaces and places for cultural, recreational, and learning purposes.	NSW Government Landowners and Managers. Development Industry	Hilltops Council Community Groups Business Groups Sporting Associations
C.5. Ensuring libraries are ongoing cultural, recreational and learning centres for the community	NSW Government	Hilltops Council Community Groups
C.6. Protecting and enhancing our cultural and built heritage.	NSW Government Landowners and Managers. Community Groups	Hilltops Council LALC's Business Groups





<b>1D. Embracing our relaxed lifestyle by:</b>	<b>Providers &amp; Partners</b>	
D.1. Enhancing our region's ability to nurture and encourage family life.	NSW Government Community Groups Landowners and Managers.	Hilltops Council Business Groups CRJO
D.2. Increasing accessibility and walkability of our towns and villages.	NSW Government Business Groups Community Groups	Hilltops Council Landowners and Managers.
D.3. Valuing our love of a quiet country lifestyle and taking measures to protect it.	NSW Government Landowners and Managers. Business Groups	Hilltops Council
D.4. Protecting and enhancing our natural beauty.	NSW Government Landowners and Managers. Business Groups	Hilltops Council Community Groups
<b>1E. Nurturing and Providing Opportunities for Our Youth by:</b>	<b>Providers &amp; Partners</b>	
E.1. Encouraging a full range of cultural and educational activities.	NSW Government Community Groups CRJO	Hilltops Council Business Groups
E.2. Supporting a range of cultural and entertainment activities catering for all aspects of the community including young people.	NSW Government Business Groups CRJO	Hilltops Council Community Groups
E.3. Facilitate the development of skill sets that meet local employment demands	NSW Government Business Groups	Hilltops Council Community Groups
E.4. Encourage the provision of high quality services to support families	NSW Government Business Groups	Hilltops Council Community Groups
E.5. Encouraging our youth in civic leadership and volunteering.	NSW Government Business Groups CRJO	Hilltops Council Community Groups

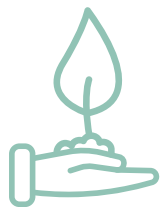


## Measuring Success: Social & Livability (Pillar 1) - Strategic Objectives *“Our Community Loving Where We Live.”*

- Life Expectancy
- Access to Health Services
- Mental Health Status
- Physical Health Status
- Healthy Weight
- Road Safety
- Victims of Crime
- Workplace Safety
- Levels of Loneliness
- Cost of Living
- Income Levels
- Education Levels
- Housing Affordability and Availability
- Rental Stress
- Homelessness
- Community Resilience
- Perception of Safety at Night
- Perception of Safety During Day
- Time spent travelling to work
- Inclusion and Engagement with Aged and Youth
- Knowledge of Traditional Custodians
- Proportion of adults with non-school qualifications
- Work/Life Balance
- Unpaid work including caring
- Inclusion and Engagement with Traditional Custodians
- Learning Gain (Reading and Numeracy Yrs 3-5 and 7-9)
- Participation rates in sporting, recreation and cultural activities







## Natural Environment (Pillar 2)

*"A nurtured and protected environment."*



## Outcome:

“We are custodians of our natural environment and landscapes and will protect and improve them for future generations.”

Our communities live, work, play, and invest within diverse and dynamic natural environments and landscapes that influence everything we do. In parallel, the form, features and future of our landscapes and environmental values are heavily influenced by the decisions and actions taken by our communities in the past, present and future.

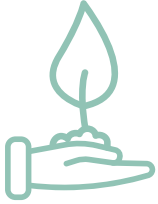
We value the rural landscapes that dominate Hilltops. They characterise the country lifestyle our communities cherish. They influence the landscapes of our

towns and villages, including the iconic country town main streets. With this, the sense of space, clean air and tranquility are important Hilltops features especially in comparison to larger cities and towns.

We also recognise the influences of our interaction with both the natural environment and the natural resources that underpin our way of life and our economy. Sustaining the capacity of our natural environment to thrive is important to our communities, as is taking effective action to adapt and mitigate how we live, work, play, and invest to ensure Hilltops continues to be a wonderful and healthy place.

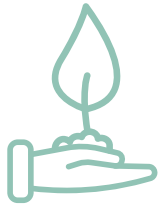
These ambitions will be progressed through the following strategic objectives:

- A. Maintain the Environmental Integrity of the Region
- B. Protect and rehabilitate our native habitat and natural resources
- C. Maximise renewable and affordable energy resources
- D. Focus on Environmentally Sustainable Growth and Climate Change Adaptation



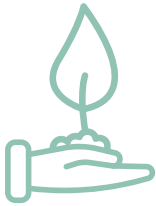
## Natural Environment (Pillar 2) “A nurtured and protected environment.”

Natural Environment (Pillar 2) - Strategic Objectives.	“A nurtured and protected environment.”	
2A. <i>Maintaining the environmental integrity of the region by:</i>	Providers & Partners	
A.1. Applying land use systems that enhance and protect our biodiversity and natural heritage in balance with other considerations.	NSW Government Landowners & Managers Community Groups CRJO	Hilltops Council Business Groups Rural Industries Local Land Services
A.2. Effectively managing our waste streams to minimise landfill and promote reuse and recycling.	NSW Government CRJO Business Groups	Hilltops Council Community Groups
A.3. Effectively managing weeds to protect our biodiversity and natural environment.	Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups Local Land Services
A.4. Maintaining and enhancing the health of our waterways.	Landowners & Managers NSW Government Business Groups Rural Industries	Hilltops Council Local Land Services Community Groups
A.5. Protecting and enhancing the beauty of our natural landscapes.	Landowners & Managers NSW Government Rural Industries	Hilltops Council Community Groups Local Land Services
A.6. Encouraging environmentally sustainable farming practices.	Landowners & Managers NSW Government Rural Industries	Hilltops Council Local Land Services



<b>2B. Protecting and rehabilitating our native habitat and natural resources by:</b>	<b>Providers &amp; Partners</b>	
B.1. Raising community awareness, and responding to biosecurity, environmental and biodiversity initiatives.	NSW Government Land Owners & Managers Community Groups CRJO	Hilltops Council Business Groups Rural Industries Local Land Services
B.2. Supporting programs that create environmental awareness and educate on sustainable practices.	NSW Government CRJO Business Groups Local Land Services	Hilltops Council Community Groups Rural Industries
B.3. Identifying technologies including those associated with community facilities, infrastructure and service delivery that reduces their 'footprint'.	Land Owners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups
B.4. Increasing the capacity and resilience of our towns, villages, and community organisations.	NSW Government CRJO Business Groups Local Land Services	Hilltops Council Community Groups Rural Industries
<b>2C. Maximising renewable and affordable energy resources by:</b>	<b>Providers &amp; Partners</b>	
C.1 Improving environmental outcomes through more informed, integrated and quality management and planning.	NSW Government Commonwealth Landowners & Managers Community Groups CRJO Rural & Transport Industries	Hilltops Council Business Groups Rural Industries Local Land Services Business Groups
C.2. Establishing plans and commitments for transitioning to renewable and affordable energy resources	NSW Government Commonwealth Landowners & Managers Community Groups CRJO Rural & Transport Industries	Hilltops Council Business Groups Rural Industries Local Land Services Business Groups Energy Industry





<b>2C. Maximising renewable and affordable energy resources by:</b>	<b>Providers &amp; Partners</b>	
C.3. Collaborating, investigating and implementing a reduction in our carbon footprint.	NSW Government Commonwealth CRJO Rural & Transport Industries Energy Industry	Hilltops Council Community Groups Landowners & Managers Business Groups
C.4. Facilitating the use of energy efficient technologies.	NSW Government Commonwealth CRJO Business Groups Rural & Transport Industries	Hilltops Council Community Groups Energy Industry
C.5. Advocate and facilitate the provision of additional reliable energy options including renewables to attract further economic growth and sustainability.	NSW Government Commonwealth CRJO Rural & Transport Industries	Hilltops Council Community Groups Business Groups Energy Industry
<b>2D. Focusing on Environmental Sustainable Growth and Climate Change Adaptation as means to sustain and strengthen Hilltops as a place to live, work, play and invest.</b>	<b>Providers &amp; Partners</b>	
D.1 Promote Environmental Sustainable Growth and Governance in assessing future projects and programs.	NSW Government Commonwealth CRJO Rural & Transport Industries	Hilltops Council Community Groups Business Groups
D.2 Integrate Climate Change Adaptation Strategies, Policies and Actions in to local, regional, state and national strategies, plans, programs and priorities.	NSW Government Commonwealth CRJO Rural & Transport Industries	Hilltops Council Community Groups Business Groups
D.3 Enhance local climate data including modelling and projections to inform future decision making.	NSW Government Commonwealth CRJO Rural & Transport Industries	Hilltops Council Community Groups Business Groups



## Measuring Success: Natural Environment (Pillar 2) *"A nurtured and protected environment."*

- Air Quality
- Water Quality
- Weed Management
- Tree Canopy Cover
- Catchment Health
- Ecosystem Condition
- Greenhouse Gas Emissions
- Heatwave Resilience
- Proportion of Waste Recycled or Reused.
- Access to green space
- Status of threats to Natural Environment







## Economy (Pillar 3)

*"A strong and robust economy."*



## Outcome:

“Hilltops is a connected and growing region, with both the local society and economy driven by a culture of innovation and collaboration, capitalising on our agricultural strength.”

Our communities rely on a healthy and diverse economic environment that generates local wealth, jobs and the services demanded and relied upon for Hilltops to be a great and competitive place to live, work, play and invest. This includes the provision of appropriate local services, lands, infrastructure, access to a skilled workforce. In addition to competitive access to regional, national and global markets.

We benefit from a strong and diverse agriculture sector and our community is seeking this sector to continue to thrive by successfully adapting to changing practices, demand and climate change.

Our communities will pursue further value adding opportunities associated with agricultural activity such as processing and logistics, and with tourism related services such as accommodation, restaurants, cellar doors and functions.

Achieving these goals relies on high levels of collaboration, integration and strategic management, to ensure the efficiencies required to make Hilltops businesses competitive are identified and acted upon. This includes sustaining business networks and providing clear and efficient paths to inform financial decisions to invest, commence and continue to do business in Hilltops.

These ambitions will be progressed through the following strategic objectives:

- A. Planning and delivering for a thriving and diverse economy for business, tourism and investment
- B. Supporting an Agricultural region of excellence in innovation, technology, & high quality local produce
- C. Enhancing a diversified economy which encourages business development, investment and fulfilling career opportunities to attract and retain residents, especially young people



## Economy (Pillar 3) “A strong and robust economy.”

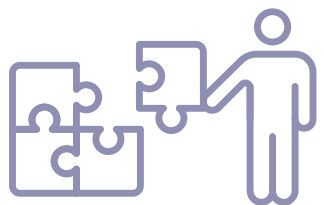
Economy (Pillar 3) - Strategic Objectives.	“A strong and robust economy.”	
<b>3A. Planning and delivering for a thriving and diverse economy for business, tourism and investment by:</b>	<b>Providers &amp; Partners</b>	
A.1. Creating a welcoming environment for investment and promote the region as a great place to live, work, invest and visit	NSW Government Landowners & Managers Community Groups CRJO	Hilltops Council Business Groups Rural Industries Local Land Services
A.2. Supporting all sectors of the economy to maximise tourism and business opportunities through stronger alignment with representative groups	NSW Government CRJO Business Groups	Hilltops Council Community Groups Landowners & Managers
A.3. Providing leadership on economic development and tourism initiatives in the region	Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups
A.4. Facilitating the establishment and relocation of business and industries to the region	Landowners & Managers NSW Government Business Groups Rural Industries	Hilltops Council Community Groups
<b>3B. Supporting an Agricultural region of excellence in innovation, technology, &amp; high quality local produce by:</b>	<b>Providers &amp; Partners</b>	
B.1 Promoting diversification of the Agriculture sector to increase innovation and adaption	NSW Government Landowners & Managers Community Groups CRJO	Hilltops Council Business Groups Rural Industries Local Land Services

<b>3B. Supporting an Agricultural region of excellence in innovation, technology, &amp; high quality local produce by:</b>	<b>Providers &amp; Partners</b>	
B.2 Supporting the growth of supply chain distribution channels and associated infrastructure	NSW Government CRJO Business Groups	Hilltops Council Community Groups Landowners & Managers
B.3 Supporting the development of sustainable agriculture that protects the environment, public health, human communities, and animal welfare	Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups
B.4 Working towards a connected region, digitally, socially and physically through freight links.	Landowners & Managers NSW Government Business Groups	Hilltops Council Community Groups Rural Industries
<b>3C. Enhancing a diversified economy which encourages business development, investment and fulfilling career opportunities to attract and retain residents, especially young people by:</b>	<b>Providers &amp; Partners</b>	
C.1 Supporting projects that create new jobs in the Region and help to build a diverse and multi-skilled workforce.	NSW Government Landowners & Managers Community Groups CRJO	Hilltops Council Business Groups Rural Industries Local Land Services
C.2 Assisting business to match their needs with training initiatives to maximise employment opportunities for the region's young people.	NSW Government CRJO Business Groups	Hilltops Council Community Groups Landowners & Managers
C.3 Encouraging an increase in affordable childcare places and after school programs to support working parents.	Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups
C.4 Building strong linkages with institutions providing flexible education, training and employment pathways in the region especially for young people	Landowners & Managers NSW Government Business Groups Rural Industries	Hilltops Council Community Groups

### Measuring Success: Natural Environment Economy (Pillar 3) "A strong and robust economy."

- Labour Productivity
- Gross Regional Product Growth
- Industry Gross Value
- Change in number of businesses
- Disposable Household Income
- Employment Growth
- Participation Rate
- Underemployment Rate
- Unemployment Rate





## Governance (Pillar 4)

*"Effective, transparent, collaborative and proactive leadership and governance"*

## Outcome:

“We are an engaged and informed community involved in effective and ethical decision making to achieve our community aspirations for our collective future.”

Our community expect and deserve timely, participatory and transparent discussions and decisions in relation to their future. They expect this to be demonstrated continuously by all providers of services and assets and those that have been given responsibility for publicly raised funds, the health of our environment and the management of our public spaces, lands and infrastructure.

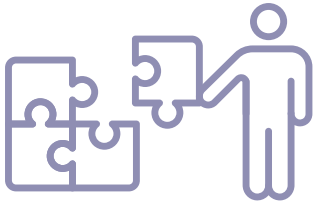
The people of Hilltops also expect to play a major part in the development and delivery of plans for the future of their communities. This includes regular

monitoring and reporting on progress and a commitment by all levels of government to participatory and accessible community engagement on strategies, policies, plans and regulations that will impact on their environment and how they live, work, play, and invest.

Our community also expect strong leadership that represents the diverse interests and aspirations of Hilltops residents and businesses. Also, clear ownership, responsibility and commitments towards progressing strategic objectives and priorities for the region.

These ambitions will be progressed through the following strategic objectives:

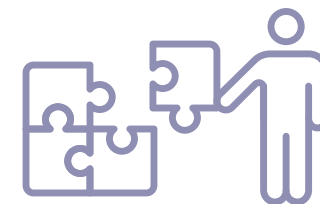
- A. Working together to achieve our objectives through strong civic leadership.
- B. Supporting and sustaining an engaged and connected community.
- C. Planning and leading with good governance.



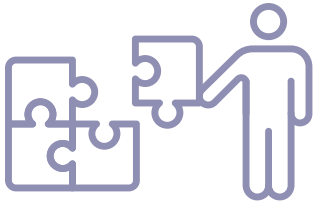
## Governance (Pillar 4) “Effective, transparent, collaborative and proactive leadership and governance”

Governance (Pillar 4) - Strategic Objectives.	<i>“Effective, transparent, collaborative and proactive leadership and governance”</i>	
<b>4.A. Working together to achieve our objectives through strong civic leadership by:</b>	<b>Providers &amp; Partners</b>	
A.1. Developing clear strategic directions and priorities for the region.	NSW Government Commonwealth Landowners & Managers Community Groups CRJO	Hilltops Council Business Groups Rural Industries Local Land Services
A.2. Advocating to Federal, State, regional organisations and non-government agencies on matters that affect local communities.	NSW Government Commonwealth CRJO Business Groups	Hilltops Council Community Groups Landowners & Managers
A.3. Providing support to organisations who provide local services and programs.	Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups
A.4. Securing strategically aligned and identified project or program funding sources to improve the quality of life for residents and visitors.	Landowners & Managers NSW Government Commonwealth Rural Industries Housing Industry	Hilltops Council CRJO Community Groups Business Groups
A.5. Building financial strategic alliances and opportunities with business and industry leaders as well as service and infrastructure agencies.	NSW Government Commonwealth Business Groups Housing Industry Rural Industry	Hilltops Council CRJO Community Groups





<b>4B. Supporting and sustaining an engaged and connected community by:</b>	<b>Providers &amp; Partners</b>	
B.1. Providing clear, comprehensive, and transparent communication to the community.	NSW Government Landowners & Managers Community Groups CRJO	Hilltops Council Business Groups Rural Industries Local Land Services
B.2. Engagement with stakeholders including all levels of government that is informed, proactive and responsive to current issues that impact the community.	NSW Government CRJO Business Groups	Hilltops Council Community Groups Landowners & Managers
B.3. Encouraging and providing opportunities for community access and participation in decision making.	Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups
B.4. Active, informative and quality interactions between all levels of government and the community.	Landowners & Managers NSW Government Rural Industries	Hilltops Council Community Groups Business Groups
B.5. Provide sufficient and accessible information that ensures all community members can make informed decisions, and understand the wider context in which they are being made.	NSW Government Business Groups	Hilltops Council Community Groups
B.6. Clearly demonstrate community engagement that supports the social justice principles of equity, access, participation and rights	NSW Government Business Groups	Hilltops Council Community Groups
<b>4C. Planning and leading with good governance by:</b>	<b>Providers &amp; Partners</b>	
C.1. Demonstrating performance in accordance with best practice governance frameworks and all relevant legislative, strategies, risk management, procedures and service standards	NSW Government Commonwealth Landowners & Managers Community Groups CRJO	Hilltops Council Business Groups Rural Industries Local Land Services
C.2. Making decisions in a transparent and accountable manner.	NSW Government Commonwealth CRJO Business Groups	Hilltops Council Community Groups Landowners & Managers



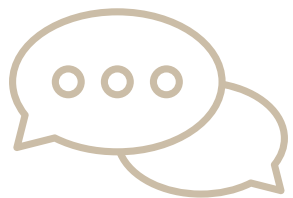
<b>4C. Planning and leading with good governance by:</b>	<b>Providers &amp; Partners</b>	
C.3. Managing local assets and resources ethically, prudently and efficiently.	Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups
C.4. Providing a positive, safe and supportive working environment for employees.	Landowners & Managers NSW Government Business Groups Rural Industries	Hilltops Council Community Groups
C.5. Providing support, advice and tools to support active involvement in all levels of government, committees, community groups and volunteer organisations.	NSW Government Commonwealth Local Land Services	Hilltops Council Community Groups

### Measuring Success: Governance (Pillar 4) *“Effective, transparent, collaborative and proactive leadership and governance”*

- Civic Involvement
- Voter turnout
- Sense of connection
- Access to justice and restorative practice
- Levels of Volunteering
- Participation in community events and activities
- Participation in local sporting and recreation clubs
- Trust in government
- Trust in other institutions







## Strategic Alignment for Success

The Strategic Pillars provide the directions and outcomes for major contributors to growth and change – Social and Liveability, Environment, Economy and Governance. However, our community is also seeking a greater commitment through the CSP to integrated, effective and efficient planning, management, monitoring and reporting for all aspects of decision making and delivery. Also, for inclusive and integrated planning and management of infrastructure and services from all levels of government towards agreed goals and priorities.

To achieve this, two supporting pillars are included within the CSP to align decision making and the use of resources towards achieving the Strategic Pillars. These are built around a commitment to **Strategic Alignment for Success**. These are:

### Infrastructure, Land Management, Assets and Services

“Strengthening the region’s connectivity and maintenance of our assets & infrastructure”

### Working Together

“We are all committed to furthering local community needs and aspirations, all community members and levels of government collaborating towards an agreed future”

The objectives for Strategic Alignment for Success reinforce the need to consistently demonstrate to the community the effective and efficient use of resources towards achieving all the strategic objectives for Social and Liveability, Environment, Economy and Governance. In particular how:

- infrastructure, land, resources and services will be planned, managed and delivered to achieve strategic goals; and
- all parties, including all community members and all levels of government will work together to provide aligned decisions, priorities and information to inform, empower and progress Hilltops communities and business.





## Infrastructure, Land Management, Assets and Services (Strategic Alignment Pillar 1)

*'Strengthening the region's connectivity and maintenance of our assets & infrastructure''*



## Outcome:

“Our community is well serviced and has high quality and equitable connectivity to social, built and communications infrastructure.”

Our community identifies the importance of high quality infrastructure, assets and services to support current and emerging needs, as well as the growth and aspirations they seek for the future. They also recognise that the demands of infrastructure and service provision continue to change in relation to expectations, environmental performance, standards and adapting to natural hazards and climate change.

It is critical that the planning and management of infrastructure and services are regularly evaluated and discussed with the community to ensure they adapt to these demands and the limited resources available are used to their best advantage. Also, that the needs and expectations of Hilltops residents and businesses are heard and evident in the priorities and programs undertaken.

Our community has identified areas of concern where they are seeking greater access and consistency of service. This includes concerns relating to telecommunications, roads, rail, cycling paths, pedestrian accessibility, and open space as well health and education services. They are seeking for these concerns to be addressed locally in their towns, villages and rural landscapes. However, also at a regional, state and national level to ensure ready access to tertiary professional services and regional and national markets.

These ambitions will be progressed through the following strategic objectives:

- A. Connected region enabling linkages to major towns and cities
- B. Quality and efficient social and built infrastructure
- C. Best practice water cycle management.
- D. Planning and managing land to ensure it remains highly productive, resilient and available for future and projected demand.



## Infrastructure, Assets and Services (Strategic Alignment Pillar 1)

*“Strengthening the region’s connectivity and maintenance of our assets & infrastructure”*

Infrastructure, Assets and Services (Strategic Alignment Pillar 1)		<i>“Strengthening the region’s connectivity and maintenance of our assets &amp; infrastructure”</i>	
<b>5A. A connected region enabling linkages to major towns and cities by:</b>		<b>Providers &amp; Partners</b>	
A.1. Increase telecommunication network coverage and quality.		NSW Government Commonwealth Telecommunication providers CRJO	Hilltops Council Business Groups Rural Industries Community Groups
A.2. Support viable public transport links across the region and to major centres.		NSW Government Commonwealth CRJO Business Groups	Hilltops Council Community Groups Landowners & Managers
A.3. Improve and align key freight linkages		Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups
<b>5B. The provision and maintenance of quality and efficient social and built infrastructure by:</b>		<b>Providers &amp; Partners</b>	
B.1. Provide traffic management solutions to enhance safety and minimise congestion.		NSW Government Landowners & Managers Community Groups	Hilltops Council Business Groups Rural Industries
B.2. Establish service level standards for road networks that have agreed levels of service for the community and other road users and minimises impacts.		NSW Government Commonwealth Business Groups	Hilltops Council Community Groups Landowners & Managers



<b>5B. The provision and maintenance of quality and efficient social and built infrastructure by:</b>	<b>Providers &amp; Partners</b>	
B.3. Strengthen the current and future essential service delivery and infrastructure needs of the region.	Landowners & Managers NSW Government Commonwealth Telecommunication providers	Hilltops Council Community Groups Rural & Transport Industries Business Groups
B.4. Establish and commit to Waste Management and Resource Recovery	NSW Government Commonwealth	Hilltops Council Community Groups
B.5. Plan and provide a diverse range of Active and Passive Recreation opportunities and civic spaces to support healthy, diverse and growing communities.	NSW Government Commonwealth	Hilltops Council Community Groups
B.6. Standardise the service levels throughout the towns and villages.	NSW Government Rural & Transport Industries Telecommunication providers	Hilltops Council Community Groups Business Groups
B.7. Plan for equitable and feasible provision of infrastructure throughout the towns and villages.	NSW Government Rural & Transport Industries Telecommunication providers	Hilltops Council Community Groups Business Groups
B.8. Maintain equitable and feasible service level standards for community assets.	NSW Government Business Groups	Hilltops Council Community Groups
<b>5C. Consistently demonstrating best practice water cycle management by:</b>	<b>Providers &amp; Partners</b>	
C.1. Secure quality potable water supply to our towns and villages.	NSW Government Commonwealth CRJO Water providers	Hilltops Council Business Groups Rural Industries Community Groups
C.2. Increase access to water infrastructure and utilities for emergency services	NSW Government CRJO Business Groups	Hilltops Council Community Groups Landowners & Managers
C.3. Protect and improve water catchments across the region.	Landowners & Managers NSW Government Rural & Transport Industries	Hilltops Council Community Groups





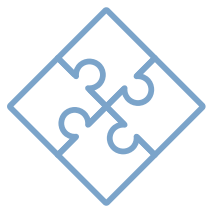
<b>5C. Consistently demonstrating best practice water cycle management by:</b>	<b>Providers &amp; Partners</b>	
C.4. Sustain sewerage wastewater quality to meet industry best practice.	Landowners & Managers NSW Government Rural Industries	Hilltops Council Community Groups Business Groups
C.5. Maximise stormwater management aligned to best practice.	Landowners & Managers NSW Government Rural Industries	Hilltops Council Local Land Services
<b>5D. Planning and managing land to remain highly productive, resilient and available for future and projected demand.</b>	<b>Providers &amp; Partners</b>	
D.1. Working together to identify, plan, deliver and manage lands and infrastructure to encourage current and potential residents and investors to live, work, play and invest in Hilltops.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers
D.2. Sustaining good quality agricultural land and minimising the introduction of activities that reduce productivity or cause harm.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers
D.3. Taking an integrated and strategic approach to land planning, management and sequencing across Hilltops to support the needs and aspirations of Hilltops towns and villages in a transparent, timely and effective manner.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers
D.4. Integrating the planning and management of lands and infrastructure to ensure their timely and efficient design, delivery and use.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers
D.5. Ensuring land supply for residential and economic development is identified and utilised in a timely and efficient manner to cover current and projected demands.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers
D.6. Developing and sustaining objectives, plans and directions for towns, villages, rural landscapes, precincts and places to provide greater certainty and confidence to communities and investors.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers



<b>5D. Planning and managing land to remain highly productive, resilient and available for future and projected demand.</b>	<b>Providers &amp; Partners</b>	
D.7. Recognising the diverse needs and aspirations of Hilltops communities and businesses in local land use planning decisions and engagement.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers
D.8. Recognising the multiple ways Hilltops communities use public spaces in how these spaces, including town centres, parks and streets are planned and managed.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers
D.9. Sustaining land planning and management measures that adapt to changing demands and pressures, including those emerging relating to community health (e.g. heat stress, sun cancer and obesity), climate change, and increasing rate and scale of natural hazards including drought, bushfires and flooding.	NSW Government Commonwealth Service Providers	Hilltops Council Land Owners & Managers

**Measuring Success: Infrastructure, Assets and Services (Strategic Alignment Pillar 1)**  
*“Strengthening the region’s connectivity and maintenance of our assets & infrastructure”*

- Access to Tertiary Health and Education Services
- Freight Network Competitive Status (road, rail and air)
- Ease of Access to Workplace
- Digital Technology Access (using Australian Digital Inclusion Index)



## Working Together (Strategic Alignment Pillar 2)

*"We are all committed to furthering local community needs and aspirations. All community members and levels of government collaborating towards an agreed future"*



## Outcome:

“Hilltops is a region benefiting from high levels of collaboration, working together on agreed integrated strategies, programs and priorities to achieve community goals. This includes ongoing commitment from all levels of government which is monitored and reported to the community on a regular basis.”

Our communities expect to be heard and their needs and aspirations reflected in the plans and strategies for Hilltops and the region.

They require a coordinated approach to progressing their goals, with all stakeholders including all levels of government collaborating and committing to these goals.

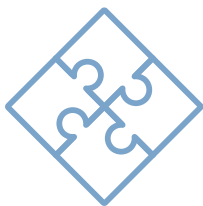
This is to be achieved through integrated approaches to planning, management and delivery that recognise inter-relationships between social, economic and environmental goals. They also acknowledge the finite resources available and the challenges and opportunities of delivering projects and programs in rural Australia.

Our communities also expect clear programs for strategy and delivery which define priorities, commitments and responsibilities. This includes regular monitoring and reporting that provides:

- effective and relevant information on the health, wellbeing, needs and aspirations of our local communities to inform decision making by all levels of government.
- the status, targets and deadlines for priorities and commitments from all levels of government for programs, projects and services occurring within Hilltops and the broader region.

These ambitions will be progressed through the following strategic objectives:

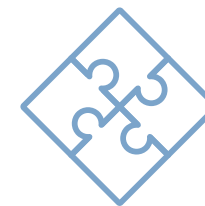
- A. The development and regular review of strategies to respond to community needs and aspirations
- B. Regular and effective local community consultation on Local, Regional and State strategies, programs, priorities and operations
- C. Regular, transparent and effective monitoring and reporting on Local, Regional and State strategies, commitments, programs and projects.



## Working Together (Strategic Alignment Pillar 2)

*“We are all committed to furthering local community needs and aspirations. All community members and levels of government collaborating towards an agreed future”*

Working Together (Strategic Alignment Pillar 2)	<i>“We are all committed to furthering local community needs and aspirations.”</i>	
<b>6A. The regular development and review of strategies to respond to community needs and aspirations by:</b>	<b>Providers &amp; Partners</b>	
A.1. Ensuring local, state and regional plans are provided with the latest data and projections relevant to local communities.	NSW Government CRJO	Hilltops Council Commonwealth Government
<b>6B. Committing to the regular and effective local community consultation on Local, Regional and State strategies, programs, priorities and operations by:</b>	<b>Providers &amp; Partners</b>	
B.1. Establishing and maintaining local engagement and consultation processes for local, regional and state plans and strategies.	NSW Government Community Groups CRJO	Hilltops Council Commonwealth Government
B.2. Aligning plans and strategies at local, regional, state and commonwealth levels to provide consistent direction and priorities for the region.	NSW Government Community Groups CRJO	Hilltops Council Commonwealth Government
<b>6C. Regular, transparent and effective monitoring and reporting on Local, Regional and State strategies, commitments, programs and projects by:</b>	<b>Providers &amp; Partners</b>	
C.1. Ensuring communities are notified of regular monitoring, reporting and review processes at local, regional and state level.	NSW Government Commonwealth Government	Hilltops Council CRJO
C.2. Ensure relevant information, reports and recommendations are readily accessible to all members of the public.	NSW Government Commonwealth Government	Hilltops Council CRJO
C.3. Providing readily available information to inform communities of the different roles and responsibilities of each level of government in the provision of local and regional services and infrastructure and their funding.	NSW Government Commonwealth Government	Hilltops Council CRJO



## Measuring Success: Working Together (Strategic Alignment Pillar 2)

*"We are all committed to furthering local community needs and aspirations."*

- Regular provision and updating of State and Regional road network strategies and programs.
- Local Community Engagement in determining State and Regional infrastructure priorities.
- Regular reporting by Local, State and Commonwealth government on the status, key deliverables and timeframes for local and regional projects and programs.
- Community satisfaction with Local, State and Commonwealth services, assets and priorities.

