

Upper Lachlan

Community Strategic Plan 2042



Acknowledgement of country

The Upper Lachlan Shire acknowledges the traditional owners of the land, the Gundungurra and Wiradjuri people and we pay our respects to Elders both past and present. We acknowledge the vital contribution that indigenous people and cultures have made and still make to the nation that we share, Australia.

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Message from the Mayor

The Upper Lachlan Community Strategic Plan (CSP) is our shared vision for the future of our community. We have undertaken extensive community consultation to review our previous CSP and ensure our community vision, strategic objectives, strategies, and measures are current and provide us with a strategic direction for the future.

We want to thank the community members who provided their ideas and thoughts regarding the future of our area. This feedback was essential to our review and understanding the priorities and drivers of our community. Through hearing your voices, we have developed a CSP that meets the needs of a diverse range of people and families living in our community.

The plan acknowledges the strengths and challenges that are unique to our community. You told us that you value our local sense of community, people and spirit, all situated in our beautiful natural environment. The CSP will seek to maintain and enhance these things while addressing challenges such as jobs and employment, changing demographics and size and retaining and supporting young people.

We look forward to working with our community, community groups, other levels of government, business and industry to achieve the goals set out in this plan and making our community an even better place to live!

Cr. Pam Kensit, Mayor
Upper Lachlan Shire Council

Contact Us

Please contact Council with any enquiries regarding the Upper Lachlan Community Strategic Plan:

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Vision

To build and maintain sustainable communities while retaining the region's natural beauty.

Vision definitions

Sustainable communities

Refers to both social, environmental and economic sustainability. Social connections, civic leadership, environmental health and economic prosperity can be maintained to meet current and future needs.

Our plan

About our plan

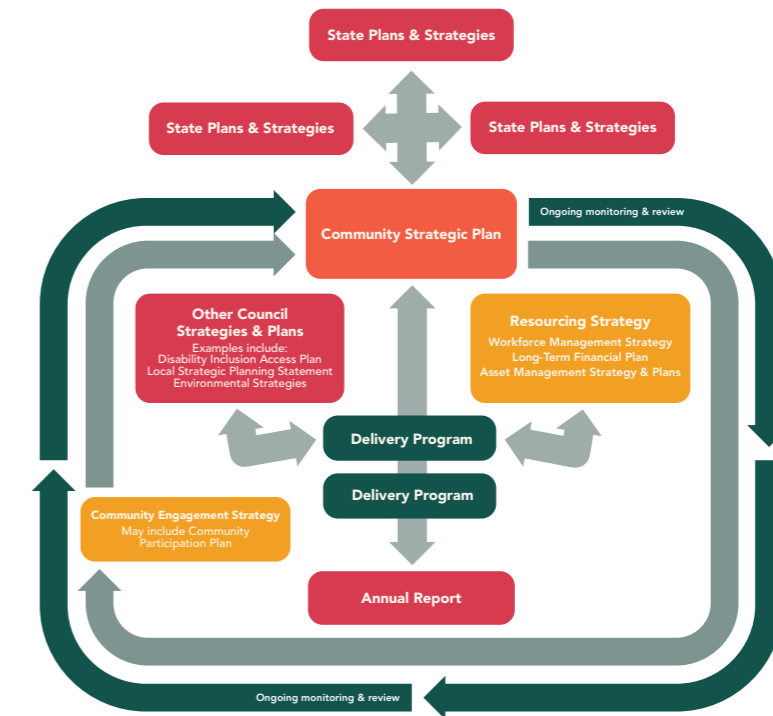
The Upper Lachlan Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a council plan. Upper Lachlan Shire Council has a lead role in preparing and implementing CSP. However, state agencies, businesses, industry groups, community groups, and individuals also lead and support the achievement of the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW council under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Our community

Upper Lachlan Shire is located in the Southern Tablelands of New South Wales, West of the Blue Mountains and about 140 kilometres from Canberra. The Shire is characterised by rich soils and a temperate climate, providing an ideal village setting. The Shire's population is estimated to be approximately 8,200, and residents primarily live in the townships of Crookwell, Gunning and Taralga. Other shire villages include Collector, Dalton, Big Hill, Binda, Tuena, Grabben Gullen, Laggan, Breadalbane, Jerrawa and Bigga.

Total population
8,274

SEIFA index*
998

Top industries of employment

- 1** Sheep farming (Specialised)
- 2** Beef Cattle Farming (Specialised)
- 3** Sheep-Beef Cattle Farming
- 4** Local Government Administration
- 5** Aged Care Residential Services

If the Upper Lachlan Shire consisted of 100 people, there would be:

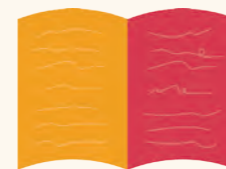
2
Aboriginal and Torres Strait Islanders

7
born overseas

2
speaking languages other than English at home

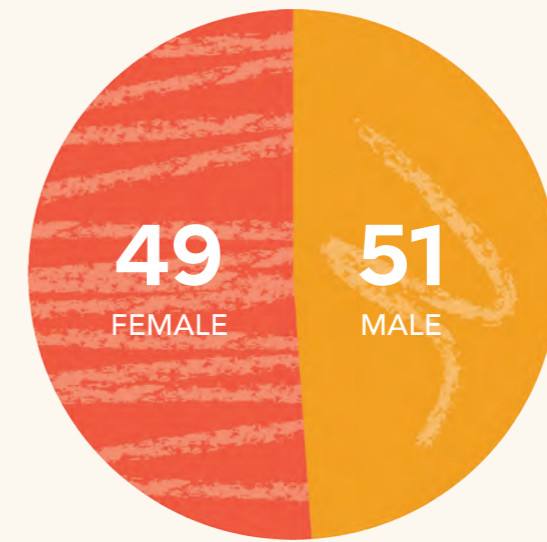


9
with an individual income less than \$400 per week



48
that completed higher education

50
that did not complete year 12



23: 0 – 19 years **46:** 20 – 59 years
31: 60+ years



30
living by themselves

69
living in families



2
unemployed and looking for work

25
who volunteer

35
working part time

59
working full time



14
care for someone with a disability

6
have a disability



14
are older couples without children

2
live in medium and high density housing



56
who drove to work

5
who walked to work

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- Virtually – surveys, online workshops
- In conversation – discussion guides, telephone interviews

Participation

Over 270 people from the Upper Lachlan Shire participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. Participants contributed their thoughts and opinions through an online survey, discussion guides, and telephone interviews.



Community engagement

What is important to you

Participants in the Towards 2042 engagement told us the sense of community, local people and spirit, and the beautiful natural environment make the Upper Lachlan community unique. When asked how the community could be enhanced, they suggested improved infrastructure, parks and green space, and economic growth. When looking at what they would like to see achieved across the next 10 years, they suggested infrastructure, planning and economic development.

Main challenges

When considering the challenges faced by the community, participants identified the creation of local job and employment opportunities (13.9 percent), the evolving nature of our community due to changing demographics and size (11.9 percent) and retaining and supporting young people (9.6 percent) as the main priorities.

Services or projects Council should be prioritising and advocating for

Our community would like Council to prioritise roads and parking (6.8 percent), land use and planning (5.4 percent) and the provision of infrastructure as essential priorities for the community.



Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

Whilst Upper Lachlan Shire Council takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Upper Lachlan Shire CSP consists of five themes and strategic objectives:

A. Our community

We are a network of close-knit and well supported communities that value our rural lifestyle.

B. Our economy

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

C. Our environment

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

D. Our infrastructure

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

E. Our civic leadership

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

Each Plan theme outlines a strategic objective based on community feedback, envisages where we want to be, how we will get there, Council's role, important partners and collaborators and measures to track progress.



A. Our community

We are a network of close-knit and well supported communities that value our rural lifestyle.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our community's health and wellbeing is supported by access to services, facilities, and activities.	<p>A.1 Our community has access to health and community services that support physical health and mental wellbeing through all life stages.</p> <p>A.2 Our community driven sports and recreation groups are supported.</p> <p>A.3 Advocate state and federal government agencies for infrastructure and services that meet the health and wellbeing needs of the community.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Health services Community services Community members Community groups
We have an inclusive, respectful and vibrant community life.	<p>A.4 Our Traditional Owners and First Nations people ongoing and historic connection to Country is acknowledged.</p> <p>A.5 Events celebrate the identity of our towns, produce, heritage and culture.</p> <p>A.6 Support the community by encouraging creative expression through arts and culture.</p>	Provide Collaborate	Traditional Owners and First Nations people Artists Tourism bodies Community groups
Our community is close-knit and connected.	<p>A.7 Support participation in a broad range of activities to foster community connectivity and informal support networks.</p> <p>A.8 Support and promote services, community groups and local initiatives as a way of supporting residents and welcoming and including new residents.</p>	Provide Collaborate	Community members Community groups



Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey
Community access to key services	University of Canberra Regional Wellbeing Survey
Attendance and participation at council-run community events	Council data
Attendance and participation at council-run recreation facilities and programs	Council data

Supporting documents, plans or strategies

- Disability Inclusion Action Plan
- Upper Lachlan Community Participation Plan
- Upper Lachlan Social and Community Plan
- Upper Lachlan Cultural Plan

B. Our economy

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council’s role	Our partners
Our businesses and industries are thriving, providing employment across the community.	<p>B.1 Promote the region as an ideal location for businesses and industry.</p> <p>B.2 Foster a diverse and resilient agricultural industry.</p> <p>B.3 Partner with businesses and other organisations to attract and retain skilled employees.</p> <p>B.4 Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.</p>	Collaborate Advocate	Local business and industry NSW State Government Commonwealth Government CRJO RDASI
The local and regional tourism offering is expanded, increasing visitation to the region.	<p>B.5 Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities.</p> <p>B.6 Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.</p>	Provide Collaborate	Local business and industry CRJO RDASI Tourism bodies
Our community can access local education, training and employment options.	<p>B.7 Support our young people to access surrounding education, training and employment pathways.</p> <p>B.8 Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.</p>	Provide Collaborate Advocate	Education and training providers Local business and industry NSW State Government Commonwealth Government Telecommunications providers



Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD audits of the proportion of operating businesses	Council data
Unemployment rate	Small Area Labour Markets data (SALM)
Gross agricultural value	Australian Agricultural census
Dwellings with internet access	ABS Census data
Visitor expenditure	Tourism Research Australia

Supporting documents, plans or strategies

- Economic Development Plan and Strategy
- Southern Tablelands Regional Economic Development Strategy
- Tablelands Destination Development Plan
- Destination Southern NSW Destination Management Plan



C. Our environment

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our natural environment is maintained, protected and enhanced in line with community expectations.	<p>C.1 Protect and enhance the existing natural environment, including flora and fauna native to the region.</p> <p>C.2 Implement effective integrated weed and pest animal management.</p> <p>C.3 Protect and rehabilitate waterways and catchments.</p>	Provide Collaborate	NSW State Government Water authorities Community groups
Adopt environmental sustainability practices.	<p>C.4 Investigate and implement approaches to reduce Council's carbon footprint.</p> <p>C.5 Council to investigate and adopt environmentally sustainable practices and purchasing across the organisation.</p>	Provide	
Our rural character and natural landscapes are protected and maintained.	<p>C.6 Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.</p> <p>C.7 Consider community feedback, local character and identity, economic factors and social impact in planning decisions.</p> <p>C.8 Encourage positive social and environmental contributions from developers.</p>	Provide Collaborate	Community members Community groups Housing providers



Measures

Measure	Source
Community satisfaction that development is balanced with community values	Council community survey
Water quality reporting at key nominated sites	Council data
Council energy use	Council data
Council fuel use	Council data

Supporting documents, plans or strategies

- Biodiversity Planning Framework
- Community Heritage Study
- Floodplain Risk Management Study and lan
- Local Strategic Planning Statement
- On Site Sewerage Management System Strategy
- Community Participation Plan
- Local Environmental Plan (LEP)



D. Our infrastructure

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Improved transport links connecting towns within the Shire and increased access to major centres.	<p>D.1 Plan for, maintain and improve road corridor networks.</p> <p>D.2 Advocate for funding to improve road corridor conditions and connectivity.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government
Our rural and heritage atmosphere is maintained through sensitive development and preservation.	<p>D.3 Our local character is maintained through the protection and preservation of historic buildings.</p> <p>D.4 Encourage community pride through the beautification of our towns and rural areas.</p> <p>D.5 Develop infrastructure and attractions that emphasise the natural and heritage features of the region.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community groups Community members
Our network of community infrastructure supports connected communities and meets community and visitor needs.	<p>D.6 Our community infrastructure is accessible and fosters inclusive, healthy, and active recreation.</p> <p>D.7 Infrastructure improvements and additions support our communities and enhance visitor experiences.</p> <p>D.8 Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible.</p> <p>D.9 Advocate to state and federal government agencies for infrastructure that meets the needs of all people in our communities and our visitors.</p>	Provide Collaborate Advocate	Community groups Tourism bodies NSW State Government Commonwealth Government

Strategic objectives	Strategies	Council's role	Our partners
Water, waste and sewerage services meet the needs of our community.	<p>D.10 Provide high quality reliable water supply to communities.</p> <p>D.11 Provide safe and efficient sewerage services to communities.</p> <p>D.12 Our recycling and waste management practices are accessible and efficient.</p>	Provide Collaborate	Water authorities NSW State Government Service providers
Our telecommunications infrastructure is sound and support access for business, industry, services, and the community.	<p>D.13 Advocate for servicing of mobile telephone blackspot areas.</p> <p>D.14 Advocate for a more stable communication network.</p>	Advocate	Commonwealth Government Telecommunications providers

Measures

Measure	Source
Number of heritage items listed for protection	State Heritage Register
Community access to key services	University of Canberra Regional Wellbeing Survey
Kilometres of new, improved or maintained roads by Council	Council data
Dwellings with internet access	ABS census data
Number of boil water alerts issued to the community	Council data
Percentage of waste diverted from landfill	Council data

Supporting documents, plans or strategies

- Upper Lachlan Shire Infrastructure Policy
- Upper Lachlan Public Access and Mobility Plan (PAMP)
- Upper Lachlan Asset Management Strategies
- Upper Lachlan Integrated Water Cycle Management Plan
- Upper Lachlan Risk Management Policy

E. Our civic leadership

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Council is an effective, responsible and innovative organisation.	<p>E.1 Council practices and processes are undertaken in an efficient manner that meets legislative requirements.</p> <p>E.2 Make doing business with Council easier.</p> <p>E.3 Governance provides a sound basis for decision making.</p> <p>E.4 Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.</p>	Provide Advocate	Community members CRJO RDASI
Council is a financially sustainable organisation that can meet community needs.	<p>E.5 Manage resources in a responsible manner that supports the ongoing viability of Council.</p> <p>E.6 Seek out and pursue income generating opportunities for Council.</p> <p>E.7 Manage assets in a proactive way across their lifespan within resources limitations.</p>	Provide Collaborate	Business and industry
Our community is informed and engaged in decision making.	<p>E.8 Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p>E.9 Council understands the aspirations of the community and seeks to work together to solve local issues.</p> <p>E.10 Residents have access to timely, relevant and accurate information on matters that affect them.</p> <p>E.11 We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region.</p>	Provide Collaborate	Community members Community groups



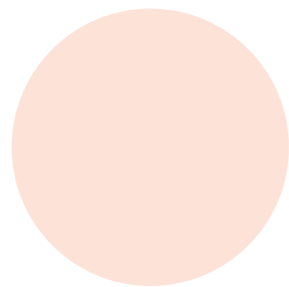
Measures

Measure	Source
Operating performance ratio	Council data
Percentage of Council revenue received from grants and contributions	Council data
Community satisfaction with Council's overall performance	Council community survey

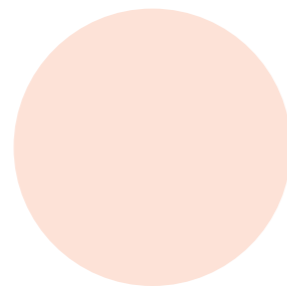
Supporting documents, plans or strategies

- Customer Service Charter
- Workforce Plan
- Community Engagement Strategy

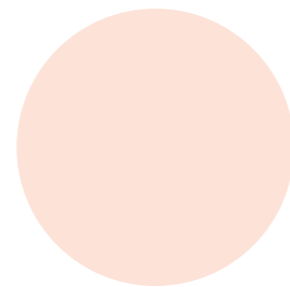
Your Councillors



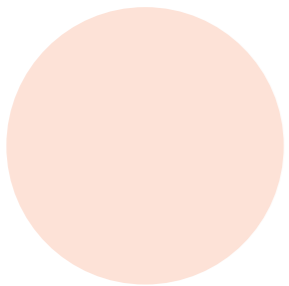
Cr John Searl



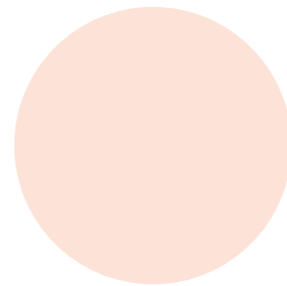
Cr Pam Kensit



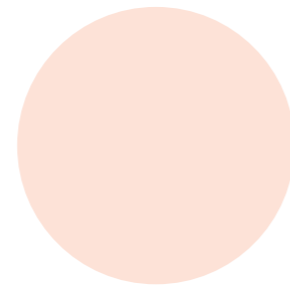
Cr Darren O'Brien



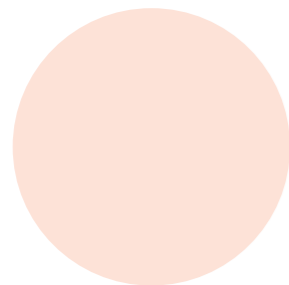
Cr Nathan McDonald



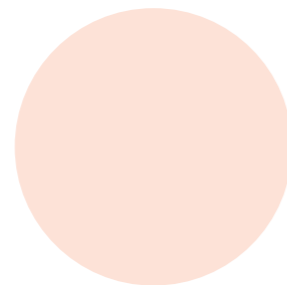
Cr Mandy McDonald



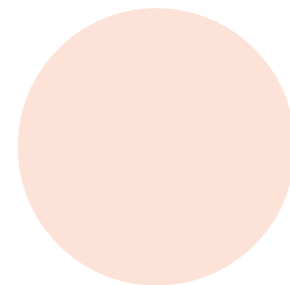
Cr Paul Culhane



Cr Susan Reynolds



Cr Jo Marshall



Cr Lauren Woodbridge

Acknowledgements

The Upper Lachlan Community Strategic Plan 2022-2042 has been developed in partnership with Upper Lachlan Shire Council, the Canberra Region Joint Organisation, and Projectura.

Upper Lachlan Shire Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.