

2019-20 **ANNUAL REPORT**





ACKNOWLEDGEMENT OF COUNTRY

Hilltops Council acknowledge the Traditional Custodians, the Wiradjuri & 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.





PURPOSE OF REPORT

The Hilltops Council 2019/20 Annual Report is an integral part of our commitment to open and accountable governance. This report provides an overview of our activities for the financial year and looks at our ability to operate sustainably into the future.

This report is divided into sections and contains an overview of Council's achievements within each pillar of the Community Strategic Plan.

Council acknowledge the hard work and commitment of staff and volunteers who deliver services and facilities throughout Hilltops. This year's Annual Report highlights the range of skills and expertise that our staff bring in the delivery of services to our diverse communities.

The report is prepared in compliance with the Local Government Act 1993.

It should be noted that Council's audited financial statements and auditors report for the year ended 30 June 2020 will be presented as a separate document.



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MESSAGE FROM THE MAYOR



I am pleased to present the 2019/20 Hilltops Council Annual Report to the community. The Annual Report enables us to formally record our achievements over the period. I wish to thank my fellow Councillors, the Executive and staff for their contribution over the past 12 months. I warmly welcome Council's new General Manager Anthony O'Reilly and look forward to continuing to work together to achieve great outcomes for our community.

This year we have worked hard to progress a number of projects that will result in new and improved infrastructure and facilities for our local community. We have focused on developing the Hilltops 2040 Local Strategic Planning Statement and worked on plans for the improvement of Council's financial position.

As a Council we continue to collaborate closely with our key stakeholders, the state and federal government, business and industry, our neighbouring Councils and most importantly our residents. By working together we can continue to overcome the significant challenges we face, including most recently the COVID-19 global pandemic.

I have advocated many issues with regional, state and national representatives during the year. These issues include drought assistance, bridges, local infrastructure and water security. I continue to work with other Mayors from the Country Mayors Association, the

Canberra Region Joint Organisation and Centroc group of Councils to address emerging issues faced by Local Government.

As part of the Canberra Region Joint Organisation, we continue to work on infrastructure, water and waste projects, transport and logistics. We also continue to work closely with the Canberra Airport around growing the visitor economy and export freight opportunities, notwithstanding the challenges of the recent global pandemic.

I thank our stakeholders for their significant contribution throughout the year and look forward to continuing to work with my fellow Hilltops Councillors and Council staff to ensure our region remains a great place to live, work and play.

Brian Ingram - Mayor



MESSAGE FROM THE GENERAL MANAGER

Welcome to the 2019/20 Hilltops Council Annual Report. This report highlights the activities that have been undertaken by Hilltops Council over the past twelve months, to June 2020.

During the reporting period we have worked with our community to facilitate a stronger conversation about land use and economic planning and its linkages to the Community Strategic Plan and have worked hard to finalise Hilltops 2040, our Local Strategic Planning Statement. The Hilltops Local Environmental Plan is the next step in harmonising land use strategies across the Hilltops. Hilltops 2040 will become the benchmark for strategic land use and infrastructure planning and management in Hilltops. Hilltops 2040 also provides the strategic direction required to inform local land use and infrastructure planning and management.

Highlights of the projects delivered by Council over the past twelve months include the Boorowa Recreation Park amenities and lighting upgrade, Lagano and Tarrants Gap Bridge projects, pavement rehabilitation works across the region including Rugby Road and Jugiong Road. The Henry Lawson Way intersection upgrade, Young Tennis Court Upgrade, Young Arts and Culture Precinct amenities and upgrades to the Mechanics Institute in Harden. We have completed the Boorowa Waste Transfer Station, installed four new water filling stations across the region, commenced a water main replacement program in Young and installed the sewer rising main and pump at the Harden Racecourse. While this report has been prepared, we have made great progress on major projects including the Murrumburrah Precinct Plan, the Chinese Tribute Garden in Young and the Boorowa Skatepark and Horse Arena.

We also presented audited financial statements for the years ending 30 June 2018 and 2019. The statements were 'unmodified' which means they are a true and accurate reflection of our financial situation.

I acknowledge the challenges we face and foresee us overcoming these challenges. I remain dedicated to leading the organisation to be all it can be. I acknowledge that there is work to do on our financial position, we are implementing processes to work toward the long-term financial sustainability of Hilltops. We have an ongoing focus on ensuring the efficiency of operations of Council. This will be evident in short, medium and long term actions.

We have an increased focus on developing a high performing culture and the capability, energy and engagement of the right people in the right roles to achieve our goals.

I value the partnership with both State and Federal Members of Parliament, as well as the openness and honesty of members of the community with who I have had the opportunity to meet. I look forward to the year ahead which will see many exciting outcomes achieved for both Council and the community. My appreciation to Mayor Brian Ingram, Councillors, the Executive, and staff for their hard work and support.

Anthony O'Reilly - General Manager

STRUCTURE OF REPORT

In line with our Delivery Program 2018-2021 and our Operational Plan 2019/20, this report presents information against our five Wellbeing Pillars:



ACTION STATUS

Action Status at June 30 2020	Community	Environment	Economy	Infrastructure	Governance	Total	%
● Achieved or on target	87	35	45	40	86	293	83%
● Not on target being closely managed	19	2	6	10	14	51	14.5%
● Action cancelled or not able to be achieved	2	3	0	1	3	9	2.5%
Total	108	40	51	51	103	353	

“ In 2030 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, economy, infrastructure and Council, making the Hilltops region a vibrant place to live, work and visit. ”

COMMUNITY VISION, MISSION AND CORPORATE IDEALS

OUR MISSION

“To provide the best value local government services to meet the needs of the Hilltops Community”

Council have created and adopted the following set of organisational values which help guide the decisions and behaviors of staff. They are:

CUSTOMER CENTRIC SERVICES | COLLABORATION | CONTINUOUS IMPROVEMENT | COMMUNICATION



ABOUT US - OUR ROLE

Local government has always been an integral part of the local community. Council's involvement has grown over the years from an administrator of public finances and affairs, to a provider of a wide and diverse range of community and essential services that promote economic development and enhance quality of life. Local councils now provide services which are not provided by any other level of government.

The eleven elected Councillors, which includes the Mayor, represent the interests of residents and ratepayers. They provide community leadership and guidance, channel communication between the community and Council, and consider the issues facing Hilltops.

This means balancing the needs of the community and individuals considering the long and short term implications of decisions.

While individual Councillors consult with their constituents and advocate on their behalf, it is only as a collective that they can make decisions affecting Hilltops. A decision of Council requires a majority vote and is known as a resolution.

Each year the General Manager, supported by staff, implements the program of services, capital works and projects set out in the annual Operational Plan. Progress in implementing both the Delivery Program and Operational Plan is monitored and reported to the community in the Six-Monthly Performance Report and the Annual Report.

The Hilltops Council is an area of 714,040 ha in the Southern Tablelands of New South Wales, about four hours drive south-west of the Sydney CBD, and about ninety minutes drive north-west of the Canberra CBD.

The Hilltops Council area population is 18,782 (Australian Bureau of Statistics ABS Estimated Residential Population EPR 2018), almost 300 more residents than when the 2016 Census was conducted. We have 7,166 occupied private dwellings over 714,000 hectares

According to the ABS there were 2,346 local business within Hilltops in 2018. Australia's leading economic modellers, NEIR state there are 8,112 local jobs with agriculture being the largest industry. Hilltop's Gross Regional Product is estimated at \$0.92 billion representing 0.2% of the Gross State Product of NSW.

SERVICES PROVIDED BY COUNCIL INCLUDE:



ASSET CONSTRUCTION AND MAINTENANCE

We plan, build and manage community assets including roads, footpaths, car parks, stormwater drains, recreation facilities and cemeteries to meet the needs of a growing community.



COMMUNITY SERVICES

We plan and deliver a range of services that contribute to the character of our region.



CULTURAL AND EDUCATIONAL SERVICES

We contribute to our community's cultural development and learning through the management and promotion of our libraries and associated community events.



ESSENTIAL SERVICES

We plan and deliver a range of services including the provision of water and sewer operations.



RECREATION AND LEISURE

We manage our region's recreation areas including parks, sportsgrounds and green space, as well as aquatic facilities and a range of community buildings including neighbourhood centres and Town Halls.



CIVIC LEADERSHIP

We steer the development of our community through the leadership of our elected Councillors and senior staff. Together, these groups represent community interests, making decisions, setting policies and delivering services.

ECONOMIC DEVELOPMENT AND MARKETING

We contribute to the growth of our local economy through such actions as timely approval processes, marketing and capitalisation of the visitor economy. We provide support to many community events such as the Harden Kite Festival. We plan and run major events such as Boorowa Irish Woolfest and the National Cherry Festival.



WASTE MANAGEMENT AND RECYCLING

We manage the collection and disposal of your waste while recovering recyclable materials.



ENVIRONMENTAL MANAGEMENT

We help protect and enhance our natural environment through planning, partnerships and the delivery of a range of programs.



HEALTH AND SAFETY

We enhance community health and safety through the delivery of a range of programs and help protect our community in times of emergency or disaster.



PLANNING AND DEVELOPMENT

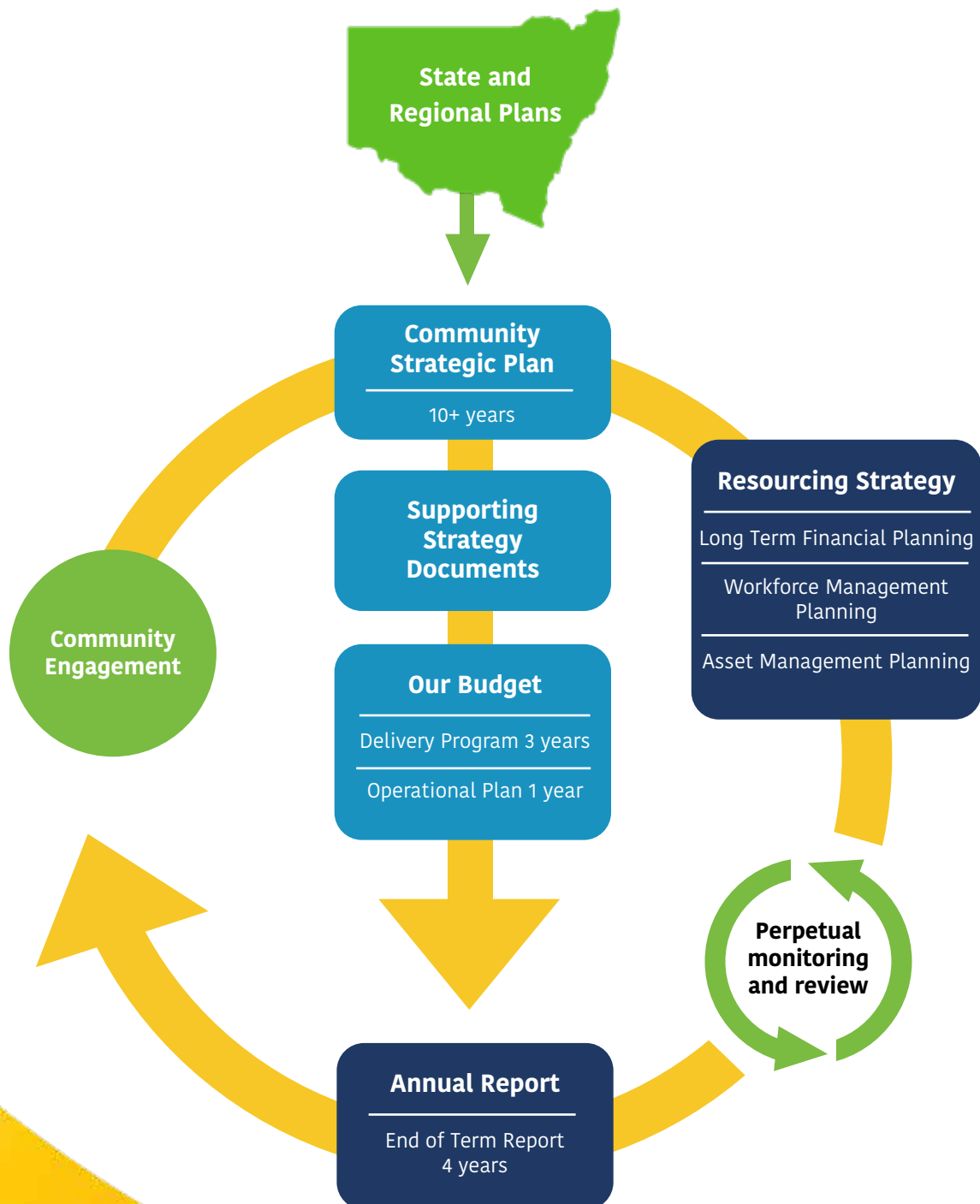
We plan and manage the sustainable growth and development of our region, while respecting our heritage and environment.



ROADS AND TRANSPORT

We provide transport routes for vehicles, bicycles and pedestrians through planning and management of road and transport networks of the Region.

OPERATIONAL FRAMEWORK



COUNCILLOR BIOGRAPHIES

MAYOR BRIAN INGRAM

Brian first stood for Council in 2012 when he was elected a Councillor of the former Young Shire. He became Mayor of Young in 2015. He was elected Mayor of Hilltops Council in September 2017, making him the first Mayor of the newly formed Council. Brian enjoys harness racing and spending time with his family and believes he can positively contribute to making the Hilltops region a better place for the community.



- Attended 12 of 12 Ordinary Meetings
- Attended 6 of 6 Extraordinary Meetings

Email: brian.ingram@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Regional Economic Development Committee, Aboriginal Advisory Committee, Community and Education Precinct Steering Committee, Blayney/Demondrille Rail Line Committee, Canberra Region Joint Organisation, Central West Regional Organisation of Councils (CENTROC), County Mayors Association, Floodplain Risk Management Committee, Hilltops Fruit Fly Initiative, LEP Working Committee, Police Advisory Command Team, Southwest Slopes Bushfire Management & Liaison Committees, Young Showground Trust, Audit and Risk Improvement Committee, Policy Development and Review, Australia Day (Young), Regional Economic Development Committee, Young Sports Advisory.

DEPUTY MAYOR TONY WALLACE

Tony aims to ensure strong governance and fiscal scrutiny to develop a vibrant and dynamic region. Having studied economics and law and practising as a solicitor in Sydney, Tony moved with his wife to a mixed farm near Murringo in 1999. He served as a Councillor for Young Shire from 2012. Tony believes in improving the effectiveness and efficiency of local government for the benefit of all ratepayers and residents of the Hilltops.



- Attended 9 of 12 Ordinary Meetings
- Attended 4 of 6 Extraordinary Meetings

Email: tony.wallace@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Asset Management and Steering Committee, Murringo Community Association.

CR JOHN HORTON

John became a Councillor because he believed with his past corporate working life experiences, he could contribute significantly to our Community. He studied wool classing, Accountancy Fundamentals, Mercantile Law and formed the very successful dance band the Nitelites. John has four sons and nine grandchildren, lived in the Canberra area most of his working life and has a successful background in Management, Sales and Marketing. John worked as State Manager for multinational companies Beecham Research Laboratories and American Express International. He was responsible for opening the American Express office in Canberra and played a leading role in producing the American Express Food and Wine Frolic Festivals which were held in all Australian capital cities in the 1980's. He was elected Councillor of the former Harden Shire Council in 2012 and was elected Mayor in 2014. John takes his responsibilities seriously, is passionate about the Hilltops merger being successful and is contributing to make the Hilltops the standard by which all regional Councils in NSW are measured. He wants to ensure Hilltops is the best possible home for all residents. For relaxation he meets with family and friends, visits the gym in Harden, plays his piano and piano accordion and enjoys working in the garden. John strongly believes that 'without change there can be no growth.'

- Attended 12 of 12 Ordinary Meetings
- Attended 6 of 6 Extraordinary Meetings

Email: john.horton@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Lachlan Regional Transport, LEP Working Committee, Financial Assistance and Sponsorship Committee, Arts and Cultural Committee (including Family Adventure Playground and Seniors Week, Galong Progress Association, Harden Kite Festival, Jugiong Advancement Group, Regional Tourism Committee.

CR TONY FLANERY

Tony is married with four daughters. He runs a mixed farming business with his wife Samantha, employing six permanent and four casual staff. Tony also operates a renewable energy company Hydro Power Pty Ltd, which has operations on Wyangala Dam and Cochrane Dam (near Bega).

The power station at Wyangala produces the majority of electricity consumed by the towns of the Hilltops Council - Boorowa, Harden and Young. Tony was a Councillor on Harden Shire Council for seven years prior to amalgamation. He enjoys nearly all forms of sport in particular cricket, rugby league, swimming, soccer and athletics. Tony is very passionate about farming and rural life in general and believes standing for Council provides the opportunity to make a difference to the services and the support for local communities.

- Attended 12 of 12 Ordinary Meetings
- Attended 4 of 6 Extraordinary Meetings

Email: tony.flanery@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Boorowa Showground User Group, Economic Development Committee, Freight Productivity Group, LEP Working Committee, Asset Management and Steering Committee, Boorowa Showground, Galong Progress Association, Harden Sports Advisory, Sibelco Liaison Committee, Sibelco Voluntary Planning Agreement Committee.



CR GREG ARMSTRONG

Greg believes that Local Government must be accessible and equitable. With a family history of three generations of Local Government service and more than 40 years personally, Greg is committed to making Hilltops a preferred location for business, lifestyle and wellbeing.



- Attended 12 of 12 Ordinary Meetings
- Attended 6 of 6 Extraordinary Meetings

Email: gj.armstrong@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Economic Development, Goldenfields Water County Council, LEP Working Committee, Asset Management and Steering Committee, Audit and Risk Improvement Committee, Financial Assistance & Sponsorship Committee, Policy Development and Review, Australia Day (Young).

CR CHRIS MANCHESTER

Chris believes that we have to work together and look to the future for Hilltops to work, not dwell on the past. We need experience as well as new representation for this to happen, which he believes we have with the current Council and General Manager. Chris has spent most of his life in the Harden/Young region and has a passion for the area. He spent 29 years on the Harden Shire with 16 years as Mayor, 20 years with Goldenfields Water and 6 years as a Board Member of LGNSW and the Shire Association plus many other representative roles for Local Government.



- Attended 11 of 12 Ordinary Meetings
- Attended 6 of 6 Extraordinary Meetings

Email: chris.manchester@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Local Traffic Advisory Committee, Financial Assistance & Sponsorship Committee, Australia Day (Harden), Sibelco Liaison Committee, Sibelco Voluntary Planning Agreement Committee, Hilltops Fruit Fly Initiative, Local Traffic Committee, Access Advisory.

CR WENDY TUCKERMAN

Wendy believes that the communities of the Hilltops Region have a unique opportunity to work together to enhance our area as a wonderful place to live and work. We also have an opportunity to create an environment of innovation, job creation and to market our region to the world as a must-see destination. The Council plays an integral role to realise that vision and that's why she wanted to be a Councillor on Hilltops Council. Wendy chose to live and raise her children on a farm just outside of Boorowa 21 years ago and couldn't think of a better place to live. As a Council Wendy believes we must continue to strive to create an environment of choice and possibilities where businesses thrive and grow, where our younger generation have employment and educational opportunities within the region, and we have the infrastructure to accommodate that growth and opportunity. Wendy was first elected to the Boorowa Council in 2004, was elected Deputy Mayor in 2006, Mayor in 2007 and elected unopposed every year until amalgamation in 2016. In 2017 Wendy was delighted to be elected to the Inaugural Hilltops Council to again represent the people of the region.

- Attended 11 of 12 Ordinary Meetings
- Attended 4 of 6 Extraordinary Meetings

Email: wendy.tuckerman@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Boorowa Showground User Group, Windfarm Community Consultative Committee (Bango), Financial Assistance & Sponsorship Committee, Community and Education Precinct Steering Committee, Australia Day (Boorowa), Boorowa Community Garden, Boorowa Irish Wool Festival, Boorowa Showground, Regional Tourism Committee.



CR MARGARET ROLES

Marg has lived and worked in the Hilltops region all her life. Her family farm is almost equidistant from Young, Boorowa and Harden and in her professional life, as teacher and civil celebrant, she has been fortunate enough to come to know many of the people and places that make up the wider Hilltops Region. Working in a voluntary capacity with Mercy Care and Young Community Hub has also broadened her understanding of the life and needs of others in the area. This region has given Marg a varied and fulfilling life as it is giving her children and their families. Marg understands her role as Councillor is to work in a fair and balanced way for the sustainable economic, social and cultural growth of the Hilltops region by: being open to new ideas and opportunities, listening and responding to those who have entrusted me with leadership and being consultative, reasoned and transparent in decision making.

- Attended 12 of 12 Ordinary Meetings
- Attended 6 of 6 Extraordinary Meetings

Email: margaret.roles@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Floodplain Risk Management Committee, Southern Tablelands Arts Inc, LEP Working Committee, Hilltops Wellbeing Action Group, Financial Assistance & Sponsorship Committee, Arts and Cultural Committee (including Family Adventure Playground and Seniors Week).



CR MATTHEW STADTMILLER

Matt was a Councillor at Harden from 2012 to 2016 before being sacked along with other democratically elected Councillors by Baird's Government. He is an opponent of forced mergers. Matt dislikes wastage, favouritism, short sighted decisions. He likes democracy, transparency and sensible and fair use of Council resources for each community.

- Attended 9 of 12 Ordinary Meetings
- Attended 2 of 6 Extraordinary Meetings

Email: matthew.stadtmitter@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Goldenfields Water County Council, Australia Day (Harden) Committee, Harden Sports Advisory Committee.



CR RITA O'CONNOR

Rita is positive and solutions focused with an optimistic interest in exploring the opportunities that can be created in our Hilltops Region. Rita has lived in Harden for 35 years, is married to a farmer and has raised five children. Rita was a high school teacher for 32 years in the Hilltops region. Rita is passionate about youth, education, health and empowering women. She believes the city/country divide can be narrowed by advocating for better services.

- Attended 11 of 12 Ordinary Meetings
- Attended 4 of 6 Extraordinary Meetings

Email: rita.oconnor@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Hilltops Environmental Initiative Committee, Aboriginal Advisory Committee, Southwest Regional Waste Management Group, Windfarm Community Consultative Committee (Coppabella), Boorowa Community Garden, Harden Visitor Information Centre Committee, Jugiong Advancement Group, Regional Tourism Committee, Wombat Progress Association, Hilltops Wellbeing Action Group.



CR JOHN WALKER

Born and educated in Young, John Walker has worked in mapping and construction professions throughout Australia and abroad in all tiers of government and private enterprise. He believes the Hilltops region to be of significant historical importance and also has a huge potential for development with outstanding human and agricultural resources. John considers his position as a community representative as one of opportunity to encourage fair democratic open and respectful process for the Hilltops region to reach its full potential for the benefit of residents.



- Attended 11 of 12 Ordinary Meetings
- Attended 4 of 6 Extraordinary Meetings

Email: john.walker@hilltops.nsw.gov.au

COMMITTEE REPRESENTATION:

Local Traffic Advisory Committee, Windfarm Community Consultative Committee (Rye Park), Asset Management and Steering Committee, Local Traffic Committee, Access Advisory, Young National Cherry Festival, Young Town Band.

EXECUTIVE LEADERSHIP TEAM

Acting Director Planning
Claire Scott from 22/6/2020



General Manager
Anthony O'Reilly from 9/3/2020



Director Corporate
John Hughes from 21/10/2019



General Manager
Edwina Marks until 25/11/2019



Director of Infrastructure
John Osland



Acting Director Planning
David Rowland until 21/6/2020



ORGANISATIONAL STRUCTURE BY SERVICE 2019-20



STAFF TRAINING

We value our people and strive toward continuous improvement through training opportunities and personal development. During 2019/2020 the following staff training was undertaken:

TAFE COURSES

Number	Course
2	Certificate IV in Civil Construction Supervision
1	Certificate III in Civil Construction
4	Certificate II in Civil Construction
2	Certificate III in Water Operations
1	Certificate III in Parks and Gardens
3	Certificate III in Heavy Commercial Vehicle Mechanics
1	Certificate IV in Personal Injury Management
1	Certificate IV in Local Government Planning
2	Certificate IV in Spatial Information Services
1	Certificate IV in Information Technology
1	Diploma in WHS

WORKPLACE DEVELOPMENT TRAINING

Number	Course
32	First Aid
All staff	Code of Conduct
4	Asbestos Awareness
1	Erosion Prevention
4	Waste Side Loader
9	Microsoft Excel

PROFESSIONAL DEVELOPMENT TRAINING

Number	Course
15	Implementing Innovation and Continuous Improvement
5	Risk Management
3	Civica Software Natural Disaster Management
10	Project Management
2	Local Government Assurance
3	Local Government Contract Management
4	Local Government Procurement
20	Corruption Prevention
19	Apprentice Supervision
27	Customer Service
3	Business Administration
2	Digital Imaging
5	Social Media
9	Stabilization Fundamentals
6	Silica Safety



COMPLIANCE

WHS/COMPLIANCE TRAINING

Number	Course
38	Safe Work Near Electrical Apparatus
5	Forklift
131	Heavy Vehicle Authorised Inspection Scheme (HVAIS)
4	Dangerous Goods
22	Chainsaw Use
10	Chemical Use
6	Playground Inspection

WORK EXPERIENCE

Hilltops Council participates in work experience programs with local high schools. Council hosted one work experience student in the Mechanics Workshop. The Work Experience program is considered highly beneficial to the student and their mentors who enjoy the time spent and teaching experience with these students. Our student gained great insight into the workplace, by working in teams to achieve a common goal and working on projects. In addition to the Work Experience Program Council recruited a number of Cadets/Graduates in the areas of Environmental Health, Strategic Planning and Engineering. Apprenticeship and traineeship numbers were also maintained and increased in the areas of Mechanic Workshop, Civil Construction, Parks and Gardens, Information Technology, Spatial Services, Tourism.

WORKPLACE MENTAL HEALTH INITIATIVES

As part of Council's commitment to mental health and wellbeing, staff were given the opportunity to nominate themselves to become Workplace Wellness Champions. A group was formed to provide peer to peer support in the workplace. During July 2019 our Workplace Wellness Champions undertook Workplace Support Skills Mental Health Training. This training equipped these employees with the knowledge and skills to help themselves, their peers and the wider community and covered the following modules: stress, general mental health, signs to look out for, tips for having a conversation, finding help, encouraging help seeking, suicide risk and self-care.

Hilltops employees undertook further mental health training with Mindful Employer in August 2019. Mindful Employer delivered training to our senior management. This workshop helped build confidence in our leaders to recognise and respond to mental health issues in the workplace. Some modules included: prevalence, types and symptoms of mental illness, how to identify risk factors for developing mental health issues, how to recognise warning signs at work and how to support an employee who is living with mental illness, how to check in early and provide support and the difference between performance management and supporting someone with mental health concerns.

Mindful Employer also delivered training to our Workplace Wellness Champions. This workshop was focused around taking a proactive approach to managing your own mental health, exploring the science behind burnout and steps we can take to look after ourselves and others. The training the employees were apart of took a hands-on approach of 'fitting your own oxygen mask first, before helping others.' Some modules they covered include: the science of stress, how to develop practical, evidence-based stress management strategies for psychological fitness, what

to do when you observe someone is not ok, how to support a colleague and apply psychological first aid.

Our Workplace Wellness Champions built upon this knowledge when they completed a two-day course of Mental Health First Aid Training during November 2019. Our employees learnt how to assist an adult who may be experiencing a mental health problem or mental health crisis until appropriate professional help is received or the crisis resolves, using a practical, evidence-based action plan.

During the beginning of 2020, a Health and Wellbeing Survey was distributed to staff and had an 80% response rate. Within the survey there were topics that covered exercise, diet, smoking/alcohol, mental health, loneliness and sleep. This survey was designed to help Hilltops get a solid understanding of what was affecting our employee's and how to best support them. The survey was presented in March to the Executive and our Workplace Wellness Champions. The results were used to identify focus areas for future initiatives and training.

As COVID-19 began to become more prominent and influence our lives we began to promote mental health initiatives/education sessions online. During April the Human Resources team developed a COVID-19 Employee Wellbeing Information Pack. Within this pack there was a large focus on self-care, supporting mental our health and had many links to helpful resources including our Employee Assistance Program provider, Converge International. Converge also ran helpful webinars and education sessions for our employees during this time. The Human Resources and Work Health and Safety teams also placed an additional resource within instalments of our weekly staff newsletter with education around mental health, for example tips on self-care, which covered staying connected with friends, the importance of sleep, differentiating workspace and the importance of routine and structure.



WORK HEALTH AND SAFETY

Council has an obligation under legislation to minimise risk to its employees as well as a moral duty to provide a safe and healthy workplace. Health programs include provision of Flu shots for employees. Council also provides the required vaccinations and health checks for at risk workers. Thorough safety inductions are conducted with all new employees. Whilst these initiatives are in place to assist our employees, we do experience work related injuries. Over the past year there were a total of 48 reported accidents, incidents and/or near misses. Of the reported accidents, 22 required medical attention or resulted in lost work time due to injury.

During 2019/2020 the following Work Health and Safety staff training was undertaken:

- Business Continuity Training: Executive, Managers, and key Council employees in attendance.
- National Heavy Vehicle Maintenance Management Scheme Training: Supervisors, Managers, and workers in attendance
- Chemwatch (Chemical Management) Training for Supervisors, workers, and key users in attendance
- Emergency Planning Committee Training: Managers and workers in attendance.
- Chief Warden and Warden Training: Emergency Planning Committee members and workers in attendance
- StateCover 2020 Regional Workshop – Bullying Prevention and Management attended by WHS Officer and HR Officer.

PARTICIPATING AT HILLTOPS COUNCIL

Council actively encourages open government and welcomes constructive contributions in the running of Council. Input can be made through a range of opportunities including Council meetings and topical community forums. The corporate website hilltops.nsw.gov.au provides detailed information on the operations of Council, meeting agendas and a range of strategic plans, documents and guidelines.

Meetings of Council were held in the Council Chambers on a rotational basis in Harden, Boorowa and Young on the 4th Wednesday of each month, commencing at 4.30pm. All members of the public are invited to attend these meetings (other than Confidential Sessions). Currently due to COVID-19, Ordinary Council meetings are held via Zoom at the Young Chambers. A public access session is held at the beginning of each meeting where any member of the public can address Council on Agenda items, currently via Zoom.





CONNECTING WITH OUR COMMUNITY

COMMUNITY VISITATION FIGURES FOR 2019/20

Please note that our Customer Service Offices, Visitor Information Centres and Libraries were closed in early March 2020 and did not re-open for the remainder of the reporting period.

Council Service Area	2019/20	2018/19
Development Applications approved	247	317
Visitor Centre visits - Boorowa	5,417	7,825
Visitor Centre visits - Young	7,546	13,633
Visitor Centre visits - Harden	2,214	Opened 2019/20
Library visits - Harden	6,724	6,836
Library visits- Boorowa	2,597	3,715
Library visits - Young	25,775	36,040
Council meeting Live View	2516	1,650
Council meeting archive views	1452	1,350
Average Facebook reach by post	1677	1,717
Total Facebook likes	3179	2,709



STATUTORY REPORTING

THE CONDITION OF PUBLIC WORKS

The Road Network Improvement Program included projects such as:

- State sourced grants for regional roads, maintenance and capital works
- Significant funds were also allocated across the Hilltops Region as part of the Roads to Recovery funding program in addition to Council’s Revenue sourced projects.

CAPITAL WORKS CONSTRUCTION SUMMARY 19/20 HIGHLIGHTS

Boorowa Recreation park toilet construction	Underway
Boorowa Recreation Park playground upgrade	Complete
Boorowa Recreation Park pedestrian lighting upgrade	Complete
Lugano Bridge	Complete
Tarrents Gap Bridge	Complete
Boorowa Showground	Complete
Boorowa Showground horse arena- Stage 1	Complete

Boorowa Showground horse arena- Stage 2	Underway
Boorowa Showground Cattle Yards	Complete
Reseals rural local roads	Complete
Resealing works urban streets	Complete
State Highways Heavy patching works	Complete
State Highways reseals	Complete
Completed Regional Roads heavy patching and sealing works	Complete
Rugby Road Pavement rehabilitation near Walla stage 1	Complete
Jugiong Road pavement rehabilitation near Jugiong	Complete
Henry Lawson Way intersection reconstruction with Blackett Avenue	Complete
Berthong Road staged shoulder widening	Complete
Victoria Gully Road pavement rehabilitation	Complete
Burkes lane pavement rehabilitation	Complete
Musgrave Street reconstruction	Complete
Frogmore Road, staged pavement reconstruction	Complete
Lugano Road Causeway replacement	Complete
Battery Road reconstruction	Complete
Barwang Road heavy patching and sealing works	Complete
Colorado Road pavement rehabilitation	Complete
McMahons Reef Road heavy patching selected segments	Complete
Commenced Gravel resheet program unsealed road network	Complete
Urban streets footpath construction	Complete
Mechanics Institute Upgrade works	Complete
Young Arts and Cultural Precinct amenities	Complete
Young tennis courts upgrade works	Complete
Boorowa Waste Transfer Station	Complete
Boorowa Showground connectivity pathway	Underway
Boorowa Tennis courts	Underway
Boorowa Showground EVAC pad	Complete
Boorowa Showground road entry upgrade	Complete
Boorowa Showground switchboard upgrade	Complete
Templemore St Water main renewal. Approximately 500m of 100mm water main	Complete
Bobbara Reservoir to new RFS building 2.4 km's watermain extension	Complete
400m sewer rising main and a sewer pump station to connect RFS building and the Harden racecourse precinct	Complete
Back Creek Rd in Young 2.6 Kms of water main replacement	Complete
Installed 4 water filling stations (2 in Young, 1 in Harden and 1 in Boorowa)	Complete
Cowra Rd and Old Monteagle Rd Approximately 660m of watermain replacement	Underway

COUNCILLOR EXPENSES

Total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions was \$31,075 which included:

- Travel and accommodation \$18,084
- Training of Councillors and provision of skill development: \$1,964
- Other \$10,261
- Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses \$765 - Local Government (General) Regulation 2005
- Interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses: Nil
- Expenses of any spouse, partner or other person who accompanied a Councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors: Nil
- Expenses involved in the provision of care for a child of, or an immediate family member of, a Councillor: Nil

Councils payments to Mayor and Councillors comply with the provisions of Section 252 of the Local Government Act 1993 and provide for the payment of expenses incurred or to be incurred by and the provision of facilities to the Mayor and Councillors in relation to discharging the functions of civic office.

BUSINESS ACTIVITIES

In accordance with 'Pricing & Costing for Council Businesses: A Guide to Competitive Neutrality' Council has declared that the following are to be considered business activities:

- Water Supply
- Sewerage services

LEGAL EXPENSES

Council was required to spend \$334,151 for legal advice and legal services during the reporting period.

RATES AND ANNUAL CHARGES WRITTEN OFF

There were no rates or charges written off within the 2019-20 financial year.

SENIOR STAFF REMUNERATION

Per clause 217(1b) and (1c) Local Government (General) Regulation 2005, Council provides the following report on the number of senior staff employed by the Council and the Total Remuneration Package in respect of their employment. As at 30 June 2020 the Total Remuneration Packages were:

- General Manager \$290,000
- 3 Senior Staff including one contractor acting in the Capacity of Director \$823,935



CONTRACTS OVER \$150K AWARDED

Successful Tenderer	Estimated Value	Commence Date	Duration of Contract	Completion Date
Various suppliers of precast concrete drainage pipes (Bruno Altin Co., Holcim Australia Pty Ltd, Reinforced Concrete Pipes Australia Pty Ltd, Tegra Australia Pty Ltd)	N/A	1/09/2019	24 months with 12-month option	30/06/2021
Various suppliers of quarry materials (Bald Hill Quarry, Bogo Operations, Bonnyview Quarries Young, Glenella Quarry, Tegra Australia)	N/A	1/11/2019	17 months	30/06/2021
Various suppliers of bituminous products (Bituminous Products, Fulton Hogan Infrastructure)	N/A	1/06/2019	24 months with 12-month option	30/06/2021
Various suppliers of stabilisation services (Downer EDI Works Pty Ltd, Roadworx Surfacing, Stabilfix Pty Ltd)	N/A	1/06/2019	24 months	30/06/2021
Various suppliers of sprayed bituminous surfacing (Bitupave (Boral Asphalt) Pty Ltd, NA Group, Roadworx Pty Ltd, NSW Spray Seal Pty Ltd, Patches Pty Ltd),	N/A	1/06/2019	24 months	30/06/2021
Various suppliers of concrete products (Eulonga Quarries, Hanson Construction Materials, Tegra Australia)	N/A	1/11/2019	24 months with 12-month option	30/11/2021

Successful Tenderer	Estimated Value	Commence Date	Duration of Contract	Completion Date
Various suppliers of plant and equipment hire (Plant Equipment Pty Ltd, Bitumill Pty Ltd, Boorowa Bobcat and Tipper Hire, Boorowa Earthworks, Caltrac Excavations, Complete Road Seal, Dicks Diggers Excavator Hire, Exact Excavations Pty Ltd, GK Hardy Earthmoving, Grassit Pty Ltd, Greg Piol, Hurley's Excavator Hire Pty Ltd, OZCott Excavations Pty Ltd, NM AA Foley Contracting Pty Ltd, Ozcott Excavations, PremiAir Hire, Rollers Australia Pty Ltd, Rosmech Sales Service, Solution Plant Hire, Stabilco Pty Ltd, Stabilcorp Pty Ltd, The Mining Pty Ltd, Universal Mobile Tower Hire, Yass Earthmovers Pty Ltd)	N/A	17/10/2019	24 months	17/10/2021
Various suppliers of bulk fuel (Dib Group Pty Ltd, Oilsplus Holdings Pty Ltd, South West Fuels Centre, Tasco Inland Australia Pty Ltd)	N/A	1/12/2017	36 months with 36-month option	1/12/2020
Various suppliers of line marking services (CL&S Ltd t/a Capital Lines and Signs, Workforce Road Services Pty Ltd)	N/A	1/09/2018	21 months with 12-month option	30/06/2020
Various suppliers of safety barrier supply and installation (A1 Highways Pty Ltd, Euro Civil Pty Ltd, RBK Pty Ltd, Western Safety Barriers Group Pty Ltd)	N/A	1/07/2018	24 months with 12-month option	30/06/2020
Cooper Civil and Crushing Pty Ltd (supply of winning and crushing gravel)	\$276,642	1/07/2018	24 months with 12-month option	30/06/2020
V.F.G. Skateparks Pty Ltd (Boorowa Skatepark construction)	\$247,656	27/05/2020	6 months	27/11/2020
Riverina Sports Services Pty Ltd (Young Tennis Court refurbishment)	\$720,357	27/02/2019	18 months	27/08/2020
Australian Solar Design Pty Ltd (Design and construction of solar arrays)	\$334,023	27/03/2019	21 months	27/12/2020
Chiverton Estate Pty Ltd (Young watermain replacement)	\$1,172,961	3/10/2020	14 months	3/12/2021
Hines Construction (Young Aquatic Centre splashpool)	\$1,312,588	8/05/2020	5 months	8/10/2020
Beca Pty Ltd (provision of professional services to Council- Geotechnical)	\$532,632	11/02/2019	20 months	11/10/2020
SMEC Australia Pty Ltd (provision of professional services to Council- bridge design)	\$346,195	29/11/2019	12 months	29/11/2020
Coffey Services Australia Pty Ltd (provision of professional services to Council- Geotechnical)	\$157,528	20/12/2019	6 months	20/06/2020
Provision of traffic management services (Lack Group Asset Holdings, SJC Traffic Management)	N/A	1/09/2019	22 months with 12-month option	30/06/2021

*full list of panel suppliers available by request



STORMWATER MANAGEMENT

Stormwater charges during 2018/19 applied to all properties, with the following exemptions as specified under the Local Government Act:

- Crown land
- Council owned land
- Land held under lease for private purposes granted under the Housing Act 2001 or the Aboriginal Housing Act 1998
- Vacant land
- Rural residential land or rural business land, not located in a village, town or city
- Land belonging to a charity or public benevolent institution.

Residential Standard Stormwater

A charge of \$25 was applied to all residential properties (including rural residential lands) that are not exempt from the charge. The Developer Contributions are determined through the development of the Section 94 Contributions Plan and Section 94A Contributions Plan, and Sewerage and Stormwater Development Servicing Plans.

SWIMMING POOL INSPECTIONS

Council has developed and maintained a Hilltops Swimming Pool Register. The register has been utilised to undertake 28 inspections of swimming pools within the Hilltops Local Government Area and has been utilised for the 2019-20 swimming pool inspection program.

Under section 428 of the Local Government Act 1993, Council is to include the following:

- Inspections of tourist and visitor accommodation
- Inspections of premises on which there are more than two dwellings
- A certificate of compliance under section 22D of the Swimming Pool Act 1992
- A certificate of non-compliance under clause 21 of the Swimming Pools Regulation 2008.

None of the above inspections were carried out in the reporting period.



BUSHFIRE HAZARD REDUCTION ACTIVITIES

NSW Rural Fire Service South West Slopes Zone takes in the Local Government Areas of Cootamundra-Gundagai and Hilltops. There are 50 Rural Fire Brigades within the Zone. Grass fuels predominate throughout the Zone with some light and heavily timbered country in the North East.

During the year the NSW Rural Fire Service (RFS) has completed the following:

Hazard reduction mechanical	101.4Ha
Hazard reduction burning carried out by RFS	0
Private burns assisted by the RFS	0
Bush burnt through bushfires	71.9Ha (Grass and Forest)
Permits issued	74
Complaints	38
AIDER program (Assist Infirm, Disabled and Elderly Residents) prepares properties for bush fire	0

Bushfire hazard reduction activities are conducted by NSW Rural Fire Service (RFS). Part of the RFS strategy was to develop a new Bush Fire Risk Management Plan for the region. Hilltops and Cootamundra Gundagai Council areas plan is the Gundagai Hilltops Bush Fire Risk Management Plan. The draft was put on public display on August 29, 2018 for 42 days and no public submissions were received. The plan was submitted to the Bushfire Coordination Committee on March 1, 2019 and is expected to be accepted as an approved plan prior before November 2020. All existing strategies and plans remain in place until the new plan is adopted and implemented.

A BFRMP is a strategic document that identifies community assets at risk and sets out a five-year program of coordinated multi-agency treatments to reduce the risk of bush fire to the assets. Treatments may include such things as hazard reduction burning, grazing, community education, fire trail maintenance and establishing community fireguard groups. Annual programs to implement the treatments identified in this plan will be undertaken by the relevant land managers and firefighting authorities.

This BFRMP has been prepared by the South West Slopes BFMC and covers both public and private lands. This BFRMP must be reviewed and updated within each successive five-year period from the constitution of the

BFMC. The BFCC recognises that climate change has the potential to increase bush fire risk. The risk assessment process applied in this BFRMP is based on current climatic conditions. The BFCC will monitor information on climate change and will modify the process when necessary.

The aim of this BFRMP is to minimise the risk of adverse impact of bush fires on life, property and the environment. The objectives of this BFRMP are to:

- Reduce the number of human-induced bush fire ignitions that cause damage to life, property and the environment
- Manage fuel to reduce the rate of spread and intensity of bush fires, while minimising environmental/ecological impacts
- Reduce the community's vulnerability to bush fires by improving its preparedness
- Effectively contain fires with a potential to cause damage to life, property and the environment.

EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Equal Employment Opportunity (EEO) is a set of principles which Council is required to follow to ensure that all employees and potential employees are treated fairly in all aspects of their employment. This includes appointment to positions, benefits, training opportunities and/or career development opportunity within the organisation, ensuring people will be equally considered, based on their relevant skills and qualifications. All staff are obliged to follow non-discriminatory practices in the workplace, and Council, as the responsible employer, is legally accountable for discrimination in employment matters. This policy is consistent with existing policies and aims to strike a balance between work performance and good conduct, privacy and the rights of individual employees.

DISABILITY INCLUSION ACTION PLAN

In June 2017 Hilltops Council adopted the Disability Inclusion Action Plan. The policy will be reviewed within 12 months of an election, and thereafter at four yearly intervals at least, to ensure it meets all statutory requirements and the needs of Council.

- **Access:** We support fair access to the resources, services, and opportunities essential to meet their basic needs and to improve their quality of life.
- **Equity:** We are committed to overcoming unfairness caused by unequal access to economic resources and power. We will support fair allocation of resources and entitlements without discrimination.
- **Rights:** We believe in equal rights of all members of our community. Council applies these principles in its decision-making and considers each of the four elements when considering projects and services. The social justice principles have been applied across the eight stages of disability inclusion action planning.
- **Participation:** We provide opportunities for people to genuinely participate in discussions about decisions affecting their lives.

SECTION 356 COMMUNITY SPONSORSHIP FUNDS

The Hilltops Sponsorship and Financial Assistance Committee recommended the following projects be funded from Councils 2019/2020 programs. An amount of \$71,400 was allocated through Council programs to the funding recipients, with an additional donation of \$200 made to all schools and \$20,000 allocated to provide relief to users of Council facilities affected by COVID-19 restrictions.

PROGRAM	APPLICANT	DONATIONS
Financial Assistance	Young Girl Guides	\$1,000
Financial Assistance	Bribbaree Stockmans Challenge	\$1,000
Financial Assistance	Harden Theatre Train	\$1,000
Financial Assistance	Frogmore Hall and Recreation Reserve	\$639
Financial Assistance	Reids Flat Gymkhana Association	\$1,000
Financial Assistance	Rugby Hall & Recreation Reserve Trust	\$639
Financial Assistance	Young Community Transport	\$1,000
Financial Assistance	Milvale Progress Association	\$1,000
Financial Assistance	Harden Murrumburrah Rugby League Football Club	\$500
Financial Assistance	Koorawatha Progress Association	\$1,000
Small scale infrastructure	Riding for the Disabled Young	\$975
Small scale infrastructure	Harden Murrumburrah Junior Rugby League Club	\$5,000
Small scale infrastructure	Young and Region Farmers Market	\$1,790
Small scale infrastructure	Boorowa Rugby Union Club	\$1,230
Small scale infrastructure	Bribbaree Showground Managers	\$3,000
Sponsorship	Young & District Multicultural Association	\$1,000
Sponsorship	Murrumburrah Light Horse Heritage Troop	\$500
Sponsorship	Harden Murrumburrah Historical Society	\$250
Sponsorship	Harden Murrumburrah Camera Club	\$750



Sponsorship	Young and District Netball Association	\$4,000
Sponsorship	Young Neighbourhood Centre Inc.	\$5,000
Sponsorship	Young Regional School of Music	\$2,500
Sponsorship	St Johns Anglican Church Art Show Committee	\$1,100
Sponsorship	Harden Kite Festival	\$5,000
Sponsorship	Young Society of Artists	\$1,400
Financial Assistance	Hilltops Food Hall (Young Food Hall)	\$1,000
Financial Assistance	Young and District Family History Group	\$388
Financial Assistance	Young Society of Artists	\$1,000
Financial Assistance	Harden Murrumburrah Mens Shed	\$1,000
Small Scale Infrastructure	Young Combined Hockey Association Inc.	\$1,150
Small Scale Infrastructure	Young Mens Shed	\$5,000
Small Scale Infrastructure	Boorowa Ex Services Club - Womens Bowls	\$2,590
Small Scale Infrastructure	Bribbaree Bowling Club	\$ 5,000
Small Scale Infrastructure	Harden CWA	\$2,500
Sponsorship	Hilltops Arts & Young Society of Artists	\$2,500
Sponsorship	Boorowa Ex Services Club - Car Club	\$2,500
Sponsorship	Boorowa Ex Services Club - Mens Bowls	\$1,000
Sponsorship	Boorowa Ex Services Club - Womens Bowls	\$1,000
Sponsorship	Boorowa Ex Services Club- Fitness Centre	\$2,500

HERITAGE GRANTS

The 2019/20 Local Heritage Fund allocated \$32,250 to fourteen local heritage projects:

HERITAGE ITEM	FUNDING
The Barnes Store	\$4,000
Bribbaree Presbyterian Church	\$2,000
The Calabash Homestead	\$2,000
Christ Church Anglican Church	\$1,240
Crowther Shearing Shed	\$3,500
Koorawatha Regional Rooms	\$1,070
Pise Cottage - 25 Swift Street, Harden	\$1,300
Pise Cottage - 22 Derby Street, Harden	\$1,500
Roseville Stables	\$4,000
St Joseph's Kindergarten	\$1,000
St Marks Anglican Church	\$2,500
St Marys Convent	\$4,000
St Pauls Anglican Church	\$3,000
Trengove Park Grandstand	\$1,140

ENVIRONMENTAL PLANNING ASSESSMENT ACT 1979

Council did not enter into any new Voluntary Planning Agreement's (VPA) during the 2019/20 financial year. A list of the existing Voluntary Planning Agreements with additional information is available in Councils Voluntary Planning Agreement Register on Councils website. The current VPA's include

- Rye Park Wind Farm, initiated in May 2018
- Sibelco (now known as Graymont) initiated July 2015, and
- Bango Wind Farm, initiated September 2018.

Community Committee meetings are held in accordance with their charter. The establishment of the Bango Wind Farm Community Committee is anticipated in the 2020/2021 financial year. The Coppabella Wind Farm Voluntary Planning Agreement is under negotiation.

Following is a link to agreements on Councils website.
<https://hilltops.nsw.gov.au/Council/About-the-council/Council-agreements-and-VPA-s.aspx>

CORPORATIONS, PARTNERSHIPS, TRUST & JOINT VENTURES

Council is a member of the Canberra Region Joint Organization (JO). The JO was formed as part of the changes to the Local Government Act 1993 and provides a regional voice for Council. The JO has been the leader in undertaking strategic planning for the region and holds a monthly meeting of which the Mayor and General Manager are Council's representatives.

The JO has working parties in the areas of asset management, governance, tourism and economic development. Hilltops staff participate in these working parties which provide useful linkages to other Canberra region councils as well enabling staff to participate in how regional priorities will be shaped.

Council has maintained an associate membership of Centroc the Central West Region of Councils. Centroc has provided benefits for Council including procurement initiatives, advocacy especially with the Olympic Highway, joint tendering and service panels and staff training initiatives.

Council is a member of Southern Tablelands Arts. (STARTS). STARTS is a regional arts development organisation which is funded through a partnership between the JO councils together with the State Government.

CONTROLLING INTEREST

Council did not hold controlling interest in any company during 2019/20.

PRIVATE WORKS RESOLUTION

Local Government Act 1993 -Section 67 (3) and Local Government (General) Regulation 2005 – Section 217 (1) (a4)

Council undertook private works in 2019-20 to the value of \$233,827.

All work was carried out based on 100% full cost recovery in accordance with the schedule of Fees and Charges. No subsidies were provided.



CODE OF CONDUCT

This code of conduct applies to members of Council staff, including General Managers. It is based on the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct) which has been prescribed under the Local Government (General) Regulation 2005 (the Regulation).

Hilltops Council Consultative Committee endorsed the Code of Conduct for Council Staff for distribution to staff on March 7, 2019.

Section 440 of the Local Government Act 1993 (LGA) requires every Council (including County Councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct. A Council's or joint organisation's adopted code of conduct may also include provisions that supplement the Model Code of Conduct and that extend its application to persons that are not Council officials for the purposes of the Model Code of Conduct (e.g. volunteers, contractors and members of wholly advisory committees).

The Model Code of Conduct sets the minimum standards of conduct for Council officials. It is prescribed by regulation to assist Council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- act in a way that enhances public confidence in local government.

Councillors, administrators, members of staff of Councils, delegates of councils, (including members of Council committees that are delegates of a Council) and any other person a Council's adopted code of conduct applies to, must comply with the applicable provisions of their Council's code of conduct. It is the personal responsibility of Council officials to comply with the standards in the code and to regularly review their personal circumstances and conduct.

Failure by a member of staff to comply with Council's code of conduct may result in disciplinary action.

During 2019-20 there were two code of conduct complaints costing Council \$14,056.

PRIVACY & PERSONAL INFORMATION PROTECTION ACT

On 23 June 2017 Council adopted and implemented a Privacy Management Plan. Hilltops Council is required to have a Privacy Management Plan under section 33 of the Privacy and Personal Information Protection Act 1998. Council is committed to protecting the privacy of its customers, business contacts, Councillors, employees, contractors and volunteers by following this Privacy Management Plan which complies with relevant legislation and engenders in our community, the confidence that Council is managed in an ethical and appropriate manner. This policy informs the community about how their personal information will be collected, used, stored and accessed by Council. It provides Council officials with their obligations in relation to handling personal information and when they can and cannot disclose, use or collect it. This policy applies to Council officials, Councillors and all employees of Council. As well, the policy applies to contractors, consultants, delegates, committee members, volunteers and Council owned businesses and anyone working for and on behalf of Council in whatever capacity.

The policy can be viewed on the Hilltops Council website: <https://hilltops.nsw.gov.au/getattachment/Council/About-the-council/Council-policies-plans/Privacy-Management-Plan.pdf.aspx?lang=en-AU>

PUBLIC INTEREST DISCLOSURES

Responding to requests made under the Government Information (Public Access) Act 2009 (GIPA Act), is an essential component of transparent and accountable governance. Under the GIPA Act, we encourage the proactive public release of government information where possible. The public have an enforceable right to access government information by way of open access information, informal requests, and formal access applications. Access to information is only restricted when there is an overriding public interest consideration against disclosure, as clearly defined within the GIPA Act. Council must decide valid formal access applications made under GIPA Act within the decision period of 20 working days from receipt, except where an extension of time is provided by the GIPA Act.

Council is committed to the objectives of the Public Interest Disclosure Act 1994 and encourages the disclosure of any instances of corrupt conduct, maladministration, serious and substantial waste and government information contravention.

OBLIGATIONS UNDER THE GIPA ACT 2009

1. Review of Proactive Release Program - Clause 7

(a) Under section 7 of the Government Information Public Access Act 2009 (GIPA), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Council's program for the proactive release of information involves constant review of frequently requested information to determine whether it would be in the public interest to make the information publicly available on Council's website or via any other means. During the reporting period, we reviewed and identified the types of access applications received during the 12 months to identify which applications could be included in Council's Disclosure Log and make available to other interested parties and/or proactively release on Council's website. Other than access requests relating to individual's personal information or private matters, most requests received by Council were to view development application files.

2. Number of Access Applications Received - Clause 7 (b)

During the 2019-2020 Financial year, Hilltops Council received 14 formal GIPA applications from members of the public. This was a decrease of 26 requests from the 2018-2019 Financial year. Ten applications were granted in full; three applications Council did not hold the records requested. Council dealt with ten applications within the statutory timeframe. Council is not required to report on informal applications.

3. Number of Refused Applications for Schedule 1 Information - Clause 7 (c)

During the reporting period, Council refused 1 application.

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny Whether information is held	Application Withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	0	0	0	0	0	0	0
Not for profit Organisation or community groups	3	0	0	0	0	0	0	0
Members of the public (by legal representative)	2	0	0	0	0	0	0	0
Members of the public (other)	3	0	1	3	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny Whether information is held	Application Withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	10	0	1	3	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

TABLE C: INVALID APPLICATIONS

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF ACT

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	1	7.14%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF ACT

	Number of times consideration used*
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

TABLE F: TIMELINESS

	Number of applications*
Decided within the statutory timeframe (20 days plus any extensions)	10
Decided after 35 days (by agreement with applicant)	4
Not decided within time (deemed refusal)	0
Total	14

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	0	1	1

* The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**TABLE H: APPLICATIONS FOR REVIEW
UNDER PART 5 OF THE ACT
(BY TYPE OF APPLICANT)**

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
Total	0

**TABLE I: APPLICATIONS TRANSFERRED
TO OTHER AGENCIES.**

	Number of applications transferred
Agency-Initiated Transfers	0
Applicant-Initiated Transfers	0
Total	0

PARKING ENFORCEMENT

Parking enforcement is conducted as per Hilltops Enforcement Policy. Parking enforcement is done by Council Rangers and a Contract Parking Officer from time to time.



COMPANION ANIMALS ACT 1998

ENFORCEMENT ACTIVITIES AND COMPLIANCE OPERATIONS

Council employs two Regulatory Enforcement Officers who administer the various statutory responsibilities of Council, including the Companion Animals Act 1998. There were 62 infringement notices issued during the reporting period. There were 34 dog attacks reported within the Hilltops area in 2019-20.

LODGEMENT OF POUND STATISTICS

The monthly pound statistics which are compiled and lodged with the Office of Local Government (OLG) as required are detailed in the Companion Animal Management table on page 46 of this report.

COMMUNITY EDUCATION

Educational programs, pertinent to the Companion Animals Act 1998 are made available to the public via Hilltops Council website, Hilltops Face book page and the Hilltops Pound Face Book page.

SEEKING ALTERNATIVES TO THE EUTHANISING OF UNCLAIMED ANIMALS

Council are assisted by several different organisations for rehoming companion animals. Assisting organisations may be from outside NSW as Council endeavour to rehome instead of euthanising unclaimed animals.

FUND EXPENDITURE

Pound expenses, excluding enforcement officer's salary:

Young Pound	18,829
Harden Pound	3,505
Boorowa Pound	6,013
TOTAL	28,349

OFF LEASH AREAS

A new 'Off Leash Dog Exercise Area' has been located at The Young Showground and has been widely utilised by members of the community. The Jack Howard Park on Whiteman Avenue Young continues to be an off-leash area. Harden accessible off leash areas are outside the town 60km road speed signs and the Racecourse. In Boorowa an off-leash area is located along the Cowra Road on the North side of the Boorowa River.

COMPANION ANIMAL MANAGEMENT

COUNCIL SEIZURE ACTIVITY	CAT	DOG
Animals housed from July 2019	7	5
Seized	0	12
Returned to owner prior to impounding due to micro chipping	0	22
Transferred to - Council's Facility from Seizure Activities	108	138

ANIMALS IN AND ARRIVING AT COUNCIL'S FACILITY	CAT	DOG
Abandoned or Stray	108	138
Surrendered	8	43
Animals transferred from seizure activities	0	22

ANIMALS LEAVING COUNCIL'S FACILITY		
Released to owner post impounding	6	108
Sold	13	12
Released to Organisations for Rehoming	20	11
Died at Council facility (other than euthanised)	2	0
Euthanised	19	11
Animals housed at close of business June 2020	4	2



DELIVERY PROGRAM PROGRESS

READING THE REPORT

This report details our progress against the actions set out in the 2018/19 - 2020/21 Delivery Program. This section is divided into the key themes listed below which are identified in our Community Strategic Plan:



COMMUNITY

Community – Loving where we live



ENVIRONMENT

Nurturing our **Environment**



ECONOMY

Building a strong and robust regional
Economy



INFRASTRUCTURE

Strengthening the region's connectivity and
maintenance of Assets and **Infrastructure**



LEADERSHIP AND GOVERNANCE

Ethical, proactive and effective
Leadership and Governance.

Our overall progress for 2019/20 is outlined below. This section of the report provides key highlights, challenges and future plans divided into the above key themes.





COMMUNITY

HILLTOPS COUNCIL LIBRARY 2019-2020

The Hilltops Council Library branches provide a range of resources, services and programs for residents and visitors to our region. Due to the COVID-19 pandemic the Library branches at Boorowa, Harden and Young were closed from 19 March to 1 June, with statistics reflecting the decrease in visitation and loans for the year. Staff remained on site and fulfilled as many requests as possible to collect and deliver resources. An incidental, positive outcome however was the use of e-books and e-audio which increased significantly in popularity. This format has been extended to include another option for members borrowing e-resources through the State Library of NSW.

Visits to the libraries this year numbered 34,251 patrons. Centrelink access is available at the Harden branch and a Service NSW kiosk was installed for the convenience of residents, enhancing services and assistance offered by our southern branch. Public access to the Internet totalled 1,965 hours and WiFi was recorded as 396 hours.

At 30 June 2020 the physical collection of 30,626 items consists of books, magazines, DVDs, CDs, Talking Books, Language Kits and Technology aids. 5,142 members borrowed 36,638 items from this collection during the year. In addition, 2,671 magazines, 4,000 books and 4,599 audiobooks were downloaded from the shared e-collection, which consists of 354 issues, 4,636 and 8,711 titles available respectively. Requested resources, including new items, and exchanges are undertaken on a regular basis to update and revitalise branch stock. The Library collection includes multiple sets of titles which are frequently replenished for the use of several regional book clubs. Items are delivered to residents in nursing homes and villages and branch staff made visits to new mothers and babies' groups, day-care centres, pre-schools and primary schools encouraging membership, use of resources and services and participation in library programs. Visits were reciprocated by students and their teachers.



Entertainment continued each week with sessions of “Take 5 on Fridays” featuring local talent to entertain a loyal lunchtime audience. A diverse range of performers, including solo artists and a large children’s choir, travelled from within the Hilltops region, Sydney, Cootamundra and Temora. Unfortunately, this program was suspended until the restrictions governing social distancing are reviewed. Author events included Conversations With... the popular Rosalie Ham and Chris Hammer, both of whom were well-received at all branches. Baby Bounce and PALS story sessions include daycare centres which have formed a partnership with the libraries and participate regularly in children’s activities scheduled in the three branches. These are key activities in the literacy and social development of our younger residents, and holiday activities are scheduled for school students to encourage participation and familiarity with the resources and services available. Summer Reading Club and National Simultaneous Storytime are annual events celebrated at the branches, and Library Lovers’ Day on 14 February is a recognition of the role of the Library as a place and space for everyone.

Other popular branch activities were drawing, painting, pottery, writing and reading, colouring, crochet, embroidery and knitting. All sessions attracted

participants to weekly or monthly programs, both as a creative opportunity and friendly social gathering.

Library Staff encourage community engagement to establish partnerships, to host programs, classes and presentations, and welcome all enquiries from members and residents.

EVENTS OVERVIEW

Council are responsible for the delivery of the destination marketing and development of the region and the delivery of major events.

Highlights for tourism included the feature in the Regional Lifestyle Magazine, significant increase in social media presence and steady growth in visitation numbers and visitor spend. The region recorded over 411,000 visitors spending over \$79 million in 2019.

Every year, our towns and villages hold events for our communities. The Hilltops Tourism and Events team plan and manage three of the major events in the region, The Boorowa Irish Woolfest, The National Cherry Festival and the Lambing Flat Chinese Festival and provide support to the Harden Kite Festival.



CHERRY BLOSSOM LONG LAZY LUNCH 2019

The Cherry Blossom Long Lazy Lunch was held on Sunday 22 September 2019 as part of the Hilltops Food and Wine Weekend. The event represents the beginning of the cherry harvest season and is part of the National Cherry Festival with the Cherry King and Queen entrants being introduced to the community and visitors.

The local Cherry Orchard hosting the event is a surprise to all guests until the day of the event. The event was attended by 100 visitors and locals who indulged in local food with a Mediterranean twist by Milnes on Main, local wines from Ballinaclash, Grove Estate and Freeman's Vineyards and entertainment by Red Cherry Jazz. The event hosted two major publications; HerCanberra and Lifestyle Magazine, each of which published articles about the Hilltops Region.



BOOROWA IRISH WOOLFEST 2019

The 23rd Boorowa Irish Woolfest welcomed over 4,000 visitors to the region to celebrate Boorowa's wool industry and Irish heritage. The Boorowa Community Bank were once again the naming sponsors and supporters of the event. The Boorowa Irish Woolfest is held on Sunday of the October long weekend in the CDB of Boorowa.

The major event is the Running of the Sheep, where approximately 150 sheep run down the main street of Boorowa. This event is complemented by other events such as the St John's Anglican Art Show, Boorowa Quick Shear and the Fireworks Display & Movie Night. The Boorowa Irish Woolfest is a fun-filled family day out with free events for everyone to enjoy including Irish entertainment & dancing, a Petting Paddock, Antique Engine Display, Working Dog Demonstrations and a new and very popular event for 2019, the Wood Chopping.



HARDEN KITE FESTIVAL 2019

The Harden Kite Festival is an annual event run by a 355 Committee and supported by Hilltops Council. Leading into the Festival there were over 90 volunteers who helped bring the event together. It was held on Saturday 12 October 2019 at the Harden Racecourse. The event attracted over 4,100 attendees. 29% of these coming from Canberra and 26% from the Hilltops region.

The 2019 theme was Kites, Canola & Country. The big blue skies of the Hilltops came alive with colourful kites while on the ground, live entertainment, market and multi-cultural food stalls providing a fun and carnival like atmosphere. Every year the entertainment on the ground increases with children's activities and carnival rides making an afternoon to remember for the whole family.



NATIONAL CHERRY FESTIVAL 2019

The 70th National Cherry Festival showcased Young and the region's cherry industry on Friday 6 December – Sunday 8 December 2019. The National Cherry Festival attracted over 11,600 attendees to the Hilltops Region. Thousands of visitors come to the region in the lead up to this event to experience 'Pick Your Own' cherries. A major highlight of the event is the National Cherry Festival Street Parade which attracted over 7,000 people. Woolworths were the major sponsor of the event, along with the event receiving \$20,000 to spend on advertising and marketing through the DNSW Flagship Funding Grant.

A component of the National Cherry Festival is the Cherry King and Queen Competition, part of this competition is that entrants raise funds for local charities or not-for-profit groups (60%) and the National Cherry Festival (40%). In 2019, we had five entrants; David Munnerley, Brianah Griffin, Laura Ower, Kate Cruickshank and Tasman Coulter who raised a combined total of \$63,326. The local charities that benefited were: Hilltops Suicide Prevention Network Inc, Lions Club of Young, Can Assist Boorowa & Young, The Men's Shed Young and Margaret House Refuge Incorporated.

The National Cherry Festival is a family friendly event which hosts a spectacular fireworks display, markets, live entertainment, amusements, cherry pie eating competition, cherry pip spitting competition, a street parade, cherry orchard tours, working dog demonstrations, a big breakfast, a car show and a wood chopping championship to name a few.



AUSTRALIA DAY 2020

Australia Day in the Hilltops was celebrated with BBQ breakfasts, duck racing, fishing competitions, Citizenship Ceremonies and the region welcomed three Ambassadors. A huge congratulations to our Australia Day award recipients:

Boorowa

Lions/Apex Citizen of the Year was awarded to Deacon Patrick Whale, Senior Sportsperson of the year awarded to Josh Carmody, Junior Sportsperson of the year awarded to Jacob Piper (under 18) and Preston Harris (under 12). The Sports Team of the Year awarded to Boorowa Rovers Rugby League and Club Person of the Year was Brian Giles-Browne. The Len & Joan Oxley Award was awarded to Bede Morrissey. The Ambassador for Boorowa was Robina Beard OAM.

The Community Awards went to Sina Banks, Jack Ryan, Chris Corocoran and Sharon Meere. The Landcare Awards were awarded to Roger Clark and Steve Bunnell.

Harden

Junior Citizen of the year was awarded to Grace Kemp, Senior Citizen of the year awarded to Bob Randell, Citizen of the year awarded to Linda Barry, Community Involvement in Sport awarded to Kai Steele. Community recognition awards awarded to Marie Fogg for her community work and to Paul Leseberg for his work in the Jugiong community and JAG. The Ambassador for Harden Murrumburrah was Pepe Saya.

Young

In 2020, the Young Australia Day celebrations took place in the Young Town Hall. A Citizenship Ceremony took place, followed by the Australia Day awards.

Junior Citizen of the year awarded to Eliza Burstal, Citizen of the year awarded to Jenny Howell, Business of the Year awarded to Hilltop Meats. The Ambassador for Young was George Ellis.

Wombat

Elaine Daley received Wombat's Citizen of the Year award. Junior Citizen of the Year went to Claire McRae. Senior Sportsperson of the Year went to Abbey Hall and Cody Hall. The Wombat Australia Day Celebrations include the ever-popular Tractor Pull and Street Parade. George Ellis and Pepe Saya, Ambassadors for Young and Harden Murrumburrah attended the Australia Day celebrations in Wombat

LAMBING FLAT CHINESE FESTIVAL 2020

The 2020 Lambing Flat Chinese Festival was scheduled to take place in the Town Hall block of Boorowa Street, Young on Saturday 21 March 2020. Unfortunately, this event could not proceed due to COVID-19.

YOUTH WEEK 2020

COVID-19 restrictions prevented the 2020 youth week event from proceeding.

THE 2020 SENIORS FESTIVAL 2020

COVID-19 restrictions prevented the 2020 2020 Seniors week bus tour from proceeding.



WELLBEING PILLAR: COMMUNITY – LOVING WHERE WE LIVE

OUTCOME:

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

KEY OBJECTIVES:

- 1.1 A safe and healthy Community.
- 1.2 Vibrant & connected towns and villages that have a strong sense of belonging.
- 1.3 Value our historical significance and cultural traditions.
- 1.4 Embracing our relaxed country lifestyle.
- 1.5 Nurture & provide opportunities for our youth.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1. 1 A safe and healthy community		
	1.1.1 Support networks, programs and facilities that promote health and wellbeing, and encourage healthy lifestyles		
1.1.1.1 Deliver legislated health protection and regulatory programs	1.1.1.1.1 Undertake the food inspection program	100%	All food inspections completed and annual report submitted.
	1.1.1.1.2 Provide companion animal management services	100%	All companion animal attacks responded to as the highest priority.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.1.1.1.3 Commence the review of and development of the Companion Animal Management Plan	50%	Internal review required, pending a report to Council and public exhibition.
	1.1.1.1.4 Respond to issues in relation to public health	100%	Urgent matters that are considered a risk to public or environmental health responded within 48 hours. Matters that are not a high risk to public or environmental health responded to within 2 weeks.
1.1.1.2 Activate and motivate our community to embrace healthy lifestyles	1.1.1.2.1 Coordinate the Hilltops Regional Sports Committee and associated projects	100%	Young Sports Committee attended by Manager Civil Operation.
	1.1.1.2.2 Support community and recreation groups to manage and develop their clubs	100%	Grant opportunities and other relevant information is filtered out to community groups to assist needs of Hilltops sporting and community groups.
	1.1.1.2.3 Manage community grants Council receives	100%	Grants officer manages grants in association with funding bodies and successful community groups.
1.1.1.3 Plan for and provide a safe and accessible network of recreation and community facilities	1.1.1.3.1 Assess the need for, and suitability of, public exercise equipment for general community use	75%	SCF2 funding for outdoor exercise equipment to be placed at Roberts Park as part of the Harden Murrumburrah connectivity paths project. Installation expected late 2020.
	1.1.1.3.2 Provide a booking service for recreation and community facilities and promote use of the facilities	100%	Bookings are currently taken by Council's Customer Service. A booking platform is being investigated by CRJO. Pools are tested daily in accordance with industry policy.
	1.1.1.3.3 Build, renew, operate and maintain recreation and community facilities to ensure they are fit for purpose	100%	New amenities at some sporting grounds have been completed, repairs carried out as required to ensure operation of facility.
	1.1.1.3.4 Manage public swimming pools	100%	Winter preparation for all pools to open at the beginning of swimming season.
	1.1.1.3.5 Implement the off-leash project at the Young Showground	100%	Fenced off-leash area at Young Showground completed and opened in November.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
1.1.1.4 Monitor and manage public and environmental health	1.1.1.4.1 Coordinate the Hilltops Health Advisory Committee and associated projects	50%	An initial review has been completed, with a proposed workshop for Councillors proposed for November 2019, however this has been further delayed.
	1.1.1.4.2 Monitor, inspect and respond to public and environmental health matters	100%	Urgent matters that are considered a risk to public or environmental health responded within 48 hours. Matters that are not a high risk to public or environmental health responded to within 2 weeks.
	1.1.1.4.3 Undertake the public pool water quality inspection program	100%	Pools closed during winter.
	1.1.1.4.4 Provide, maintain and manage Council's cemeteries	100%	For the full financial year 18 complaints were received which is within the KPI of less than 20 per year.
1.1.1.5 Support and promote opportunities for people to be engaged in an active, vibrant and inclusive lifestyle	1.1.1.5.1 Work with HWAG to identify gaps in services to contribute to the Murrumbidgee Primary Health Network plan	100%	Monthly meetings are being held with the Hilltops Wellbeing Action Group to identify and address service gaps.
	1.1.1.5.2 Encourage partners to offer wellbeing and support programs to the community	100%	Ongoing - A range of Community Wellbeing and support Programs have been promoted: Suicide Prevention, Dementia, Disability access. Hilltops Wellbeing Action Group have implemented a youth Mentoring program through the Local Health Advisory Committee. A Mental Health and Wellness Program has been instigated within Hilltops Council to support staff wellbeing.
	1.1.1.5.3 Work with groups to support and promote opportunities for people to be engaged in active, vibrant and inclusive lifestyles	100%	Council have supported groups through social media promotion. A sport and recreation forum was not held in 2020 due to COVID 19 restrictions.
	1.1.1.5.4 Encourage the use of Council facilities including swimming pools to provide community programs that are beneficial for all ages and ability levels	100%	Council have encouraged use of Council facilities, including swimming pools, through social media promotion.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.1.2 Advocate for the provision of equitable access to whole of life medical and ancillary facilities and services		
1.1.2.1 Work in partnership to improve local and regional health ser- vices	1.1.2.1.1 Research community-based models for health and aged care	100%	Maintained ongoing dialogue with HWAG and MPH. Discussions have been held to better understand the role that Council can play in this space and whether better outcomes can be achieved through collaboration with key partners. The Hilltops Wellbeing Action Group (HWAG) is actively engaged in supporting the delivery of health services in a variety of areas across the Hilltops.
	1.1.2.1.2 Provide input to MPH Community Services audit	100%	Completed
	1.1.2.1.3 Advocate for improved local health services	100%	Through existing partnerships and the establishment of new ones between Hilltops Council and local health care providers including strengthening the relationship with the Kruger Medical Centre, gain a greater understanding of gaps in services to meet community needs.
	1.1.2.1.5 Assist in the promotion of a regular health column	50%	HWAG are working towards implementing a regular health column during 2020/21 year.
	1.1.2.1.6 Support partners to implement systems to assist those at risk of mental health	100%	HWAG community groups share service and program information to enable system improvement of existing and new, mental health programs.
	1.1.2.1.7 Support the implementation of culturally appropriate Aboriginal Health Services	100%	Aboriginal Health Services presented to the Hilltops Wellbeing Action Group to raise awareness of the program to stakeholders. Service providers are encouraged to visit.
	1.1.2.1.8 Work with partners to provide whole of life medical assistance specific to the aged and disabled populations of the community	100%	Hilltops Wellbeing Action Group meet monthly.
	1.1.3 Encourage retention of medical practitioners to preserve locally based continuity of service		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
1.1.3.1 Develop strategies to increase the retention of locally based medical practitioners	1.1.3.1.1 Advocate for paediatric support services for the community and educational institutions	100%	Ongoing discussions with service providers.
	1.1.3.1.2 Work with service providers and Government agencies to address the shortage of medical practitioners in the Hilltops	100%	Ongoing discussions with Local Health District, Primary Health Network and local providers.
	1.1.3.1.3 Work with partners to attract medical specialists, including gynaecologists', paediatricians, occupational therapy and mental health practitioners	100%	Discussions with the Murrumbidgee Local Health District, Hilltops Wellbeing Action Group and the Primary Health Network.
	1.1.4 Work with key partners and the community to reduce crime, anti-social behaviour and improve community safety		
1.1.4.1 Collaborate with key partners to address issues of community safety	1.1.4.1.1 Develop a Community Safety Strategy and implement associated activities	25%	Activity modified to adapt to and implement community requirements during pandemic. Remainder deferred to be reviewed in 2020-2021.
	1.1.4.1.2 Coordinate the Emergency Services committee and associated projects	100%	Four meetings have been held throughout the year.
	1.1.4.1.3 Work with other community organisations (including faith organisations) to ensure facilities that are available for community use are being utilised	0%	Not progressed. Facilities have been closed to the public for the last quarter of the reporting period.
	1.1.4.1.4 Work with partners to raise awareness and provide education on domestic violence and homelessness	100%	Ongoing - Working with partners through the Hilltops Wellbeing Action Group. Council promotion and participation in Hilltops walk against domestic violence.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.1.5 Encourage the development of facilities and services to assist the vulnerable, the aged populations and those with disabilities		
1.1.5.1 Provide flexible, community-based services to support older people, people with a disability and their carers, and those who are vulnerable	1.1.5.1.2 Work with the Hilltops Access Committee and community partners to increase disability service access and support services	0%	Disability services audit deferred due to pandemic.
	1.1.5.1.3 Implement the actions of the Disability Inclusion Action Plan and associated projects	100%	Ongoing
	1.1.5.1.4 Work towards all towns and villages having access to disabled public toilets	100%	Activity modified to adapt to and implement community requirements during pandemic. Remainder deferred to be reviewed in 2020-2021.
	1.1.5.1.5 Support the increase in the number of private aged care facilities	100%	Activity modified to adapt to and implement community requirements during pandemic. Remainder deferred to be reviewed in 2020-2021.
	1.1.5.1.6 Work with key partners to provide education and information to the community on available facilities and services for the aged and disabled	100%	Media releases are distributed through media channels to extend and promote available facilities and services.
	1.1.5.1.7 Support programs that address social inequality	100%	Events supported by or organised by Council include: Seniors Week bus trip, International Womens Day, Youth Mentoring Program, in design phase.
	1.1.5.1.8 Work with partners to increase accommodation options for the aged, low income earners and disabled, members of the community and those in need of crisis accommodation	100%	Presentation and discussions between crisis accommodation providers and Hilltops Wellbeing Action Group to explore barriers for community members seeking crisis accommodation and social and affordable housing in the region.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.1.5.1.9 Work with partners to support the promotion of harm minimisation strategies	100%	Meetings with Hilltops Wellbeing Action Group are held monthly.
	1. 2 Vibrant and connected towns and villages that have a strong sense of belonging		
	1.2.1 Enable diverse, sustainable, adaptable and affordable housing options through effective land use planning and education		
1.2.1.1 Investigate and communicate planning opportunities and impacts	1.2.1.1.1 Review housing and land supply for the new Hilltops Local Environment Plan (LEP)	100%	Local strategic planning statement completed.
	1.2.1.1.4 Work with low income earners and/or their representative group(s) to identify housing and social needs and opportunities	100%	Meeting with community housing provider. Adoption of the LSPS. Identify the permissibility in draft LEP.
1.2.1.2 Enable housing choice through responsive planning instruments	1.2.1.2.1 Plan for a range of housing types, including increased medium density housing opportunities and adaptable housing in the review of the Local Environmental Plans and development Control Plans	100%	Rural and residential lands strategy completed. LSPS completed. Identified permissibility in draft LEP.
	1.2.2 Promote a diverse retail sector to realise local ownership and growth		
1.2.2.1 Develop strategies to support the local retail sector	1.2.2.1.3 Explore opportunities to develop the night economy precincts including the attraction of restaurants and targeted events to generate increased activity	100%	Ongoing discussions with key industry bodies and local tourism businesses. To be included in Hilltops Event Strategy being presented in June 2021.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.2.3 Respect and enhance the historical character of our Region and heritage value of our towns		
1.2.3.1. Manage and promote our Heritage	1.2.3.1.1 Conduct the Local Heritage Places Grant program	100%	Program progressed to advertising. Applications received and assessed. Report scheduled for October 2020.
	1.2.3.1.2 Coordinate the Heritage Advisory Service	100%	Heritage consultant provides monthly attendance, report and on site meetings with community members.
	1.2.3.1.3 Work with communities to identify the characteristics of each town and village to encourage preservation of individual community identity	100%	Heritage items identified in the LSPS.
	1.2.3.1.4 Work with groups to develop tourism opportunities around heritage	100%	Heritage trail published in Hilltops Visitor Guide and website. Opportunities discussed at Village Workshops and as part of ongoing discussion by the Regional Tourism Committee.
	1.2.4 Increase the capacity and resilience of our towns, villages and community organisations with opportunities for everyone to contribute toward thriving communities		
1.2.4.1 Strengthen community connections through community development initiatives	1.2.4.1.1 Develop a comprehensive and up to date Community Services information list	100%	A community services list developed.
	1.2.4.1.2 Implement volunteer and mentor programs and initiatives that address disadvantage and increase participation	100%	Programs are discussed at HWAG meetings and information distributed through community group networks. Local Drug and Alcohol Team are currently developing a Youth mentoring program.
	1.2.4.1.3 Participate in interagency collaboration and projects to strengthen community connections and build capacity	100%	Council supports and delivers community strengthening events.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.2.4.1.4 Support the recognition and celebration of community achievements	100%	Achievements promoted via media releases and social media, particularly Australia Day award recipients and community milestones. Introduction of 'Love Our Locals' campaign to celebrate achievements and contribution of residents and businesses.
	1.2.4.1.5 Provide opportunities for development/growth and to support tourism opportunities in the villages	100%	Villages featured in new Hilltops Visitor Guide including suggested trails and activities. Ongoing support of the village progress associations and the Section 355 Committees to increase tourism opportunities and growth.
	1.2.5 Maximise the community return on investment from renewable energy infrastructure agreements		
1.2.5.1 Implement Community Voluntary Planning Agreements with renewable energy providers	1.2.5.1.1 Ensure communities are receiving benefits as a result of being impacted by renewable energy infrastructure	100%	Collaborated and discussed with neighbouring Councils re: policy position and planning agreement outcomes. Collaborated responses to state exhibition.
	1.2.5.1.2 Work with the Voluntary Planning Agreement committees to implement associated actions/ recommendations	100%	Program identified in VPA. Committee meetings held - ongoing program.
	1. 3 Value our historical significance and cultural traditions		
	1.3.1 Support the growth of a resilient and vibrant arts and cultural sector across the region		
1.3.1.1 Develop and promote creative arts activities and industries	1.3.1.1.1 Provide input into a social infrastructure strategy for an Arts and Cultural Plan	50%	Background work for a potential Community Plan proposed to be undertaken in time for End of Term Report. LSPS identified community themes within a land use planning context.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.3.1.1.3 Collaborate with strategic partners for the development of creative arts sector and related infrastructure	100%	Hilltops Council is a member of Southern Tablelands Arts, providing input, support and promotion of regional events. Councillor and staff representation on the newly formed Southern Tablelands Arts Advisory Panel to commence November 2021.
	1.3.1.1.4 Coordinate the Hilltops Arts & Cultural Regional Committee and associated projects	100%	Meetings were hampered by COVID-19 with only the first scheduled meeting held.
	1.3.2 Support and nurture Aboriginal cultural heritage and expression to maximise the spiritual, cultural, economic and environmental values		
1.3.2.1 Acknowledge and involve traditional owners and members of the Aboriginal community	1.3.2.1.2 Develop a Memorandum of Understanding between Council and the Young Local Aboriginal Land Council	na	Council resolved not to continue MOU.
	1.3.2.1.3 Partner with the aboriginal community to identify alternate solutions to resolve Aboriginal land claims	na	Council resolved not to continue MOU.
	1.3.2.1.4 Develop Aboriginal Protocols and Guidelines documentation for working with, consulting with and acknowledging local Aboriginal communities	50%	Meeting held with YALC to re-establish communication channels and develop ongoing relationship.
	1.3.2.1.5 Seek funding to culturally map the entire Hilltops Local Government Area	75%	Meeting and correspondence received between Council and YLAC. Sent the scope of work to YLAC.
	1.3.2.1.6 Support NAIDOC week activities and grants to include schools and the community	100%	Ongoing participation and support. NAIDOC week July 2020 postponed due to COVID-19 pandemic.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.3.2.1.7 Promote the protection of Aboriginal heritage and culturally significant areas as the region grows and develops	50%	Meeting and correspondence received between Council and YLAC. Sent the scope of work to YLAC.
	1.3.2.1.8 Advocate and partner with Aboriginal communities, organisations and key stakeholders to help improve justice, employment, health, housing and education outcomes for Aboriginal people	50%	The establishment of an Aboriginal Advisory Committee would build and strengthen relationships to address and support key issues and projects by the Aboriginal community.
	1.3.2.1.9 Support the Local Aboriginal Land Council to deliver programs to increase cultural awareness, promoting cultural art and improving public amenity at Aboriginal significant sites	50%	Building ongoing relationship with Young Local Aboriginal Land Council to support the development of the Aboriginal Advisory Committee to address key strategic direction of the YLALC to support its members.
	1.3.3 Value and encourage multicultural diversity		
1.3.3.1 Support multicultural diversity	1.3.3.1.1 Encourage the promotion of harmony and inclusion between different ethnic and religious groups within the Hilltops	100%	Ongoing support of multicultural activities including NAIDOC Week and Harmony Day.
	1.3.3.1.2 Support multicultural organisations to meet their identified needs	100%	Multicultural Group meets regularly in the Council meeting rooms.
	1.3.3.1.3 Support activities that strengthen engagement and connectivity within community	100%	Promotion, operational and funding support is given to all festivals and major events held within the Hilltops Region.
	1.3.3.1.4 Support an increase in multiculturally diverse employment	100%	Ongoing. Council supports the development of a multicultural workforce through the application of equal employment opportunity principles during the recruitment process.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	1.3.3.1.5 Support community groups to establish new multicultural events	100%	Successful in securing a NSW Multicultural Grant for the Lambing Flat Chinese Festival 2020 and funding was returned due to COVID-19 restrictions.
	1.3.4 Ensure the libraries are ongoing cultural, recreational, and learning centres for the community		
1.3.4.1 Develop and promote the Hilltops Regional Library Project	1.3.4.1.2 Seek additional funding to implement remaining stages of the Hilltops Regional Library Project	100%	Funding has been secured for the joint use library facility at Young High School.
1.3.4.2 Provide quality library services, programs and resources	1.3.4.2.1 Investigate viability of a mobile, pop-up or home library service	75%	Initial findings indicate insufficient budget. This will be investigated as part of Second Quarterly Budget Review in 2021.
	1.3.4.2.2 Provide lending collections, reference, information and online services	100%	Traditional services have been effected by COVID-19 while online services such as E books, E Audio and E magazines have had increased patronage.
	1.3.4.2.3 Provide access to information via a range of technologies and formats, including offering free education sessions on the latest technologies available to the community	100%	Face to face events and services have been discontinued due to COVID-19 and will recommence when the pandemic conditions allow. Digital services have shown high growth in the same period.
	1.3.4.2.4 Investigate establishment of volunteer support for libraries and creative arts	100%	COVID-19 has prevented progression of volunteer programs to assist library staff.
	1.3.4.2.5 Deliver community programs and events through the libraries, ensuring all towns and villages are connected to the education/library precincts	100%	Traditional events have been supplemented with online activities during the pandemic.
	1.3.5 Put frameworks in place and secure external funding to protect and enhance our heritage		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
1.3.5.1 Plan for and provide opportunities to protect and enhance our heritage	1.3.5.1.2 Seek funding to promote and increase tourism opportunities capitalising on the characteristics of each town and village	100%	Ongoing investigation of opportunities and funding. This element was curtailed toward the end of the reporting period due to COVID-19.
	1.3.5.1.3 Enhancement of Chinese cultural heritage in the Hilltops	100%	Blackguard Gully Masterplan developed. Chinese Tribute Garden upgrade to commence late 2020. Contact Council to arrange a viewing of the plans.
	1.3.5.1.4 Partner with Local Business chambers to work with absentee landowners to beautify vacant buildings	100%	Meetings have been held with Chamber of Commerce. Representatives to discuss ways of address.
	1.3.5.1.5 Implement the recommendations of the Migration Study	100%	Hilltops Migration Study completed. Material has been utilised in the development of the Hilltops 2040 (LSPS).
	1.3.5.1.6 Develop a Sister City Policy that will provide benefits to both of the communities	100%	Sister City Policy completed and endorsed in early 2019.
	1.3.5.1.7 Continue to promote the Local Heritage Places Grant programs	100%	Promotion is implemented by the Hilltops Heritage Consultant.
	1.4 Embracing our relaxed country lifestyle		
	1.4.1 Enhance the Hilltops region's ability to nurture and encourage family life		
1.4.1.1 Nurture and encourage family life	1.4.1.1.1 Encourage sustainable population growth in order to maintain country lifestyle and community spirit	100%	Work being undertaken on Hilltops Local Strategic Planning Statement to set directions, priorities and preferred locations for economic and population growth and the parameters for sustaining environmental values and liveability.
	1.4.1.1.2 Work with groups to promote family wellbeing	100%	Monthly meetings with Hilltops Wellbeing Action Group and regional stakeholders.
	1.4.2 Increase the accessibility and the 'walkability' of our towns and villages		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
(This strategy is not active in this Delivery Program term)			
	1.4.3 Value our love of a quiet country lifestyle and take measures to protect it		
1.4.3.1 Take measures to protect our quiet country lifestyle	1.4.3.1.1 Assess development within residential and rural precinct plans	100%	HWAG meets monthly to discuss and implement plans to assist the Hilltops Region to be a safe community.
	1.4.4 Protect and enhance the natural beauty of the region		
1.4.4.1 Take measures to protect the regions beauty	1.4.4.1.1 Undertake tree assessments and replace trees removed on a two for one basis	100%	• Tree assessment undertaken as per public request. • Tree planting has been limited due to prevailing climatic conditions. • The Intramaps Roam mobile data Tree Inspection module is in field trials for completion June 2021. • Hilltops Tree Policy currently in progress & includes modifications to the tree replacement ratios.
	1.4.4.1.2 Celebrate national tree day in conjunction with the community	100%	Council has been working with community groups to assist in tree planting activities.
	1.4.4.1.3 Enhance and maintain parks and associated gardens	100%	Policy Work for Rural and Urban Tree Management under development. Parks & Garden works teams complete routine maintenance of recreational areas & CBD street scapes.
	1.4.4.1.4 Ensure that areas of natural beauty and environmental significance in the Hilltops region are protected through appropriate zoning and development controls	100%	LSPS adopted, LEP draft planning proposal prepared for gateway.
	1.5 Nurture and provide opportunities for our youth		
	1.5.1 Encourage a full range of diverse and high quality educational opportunities to be provided		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
1.5.1.1 Work in partnership to improve educational opportunities	1.5.1.1.1 Advocate for improved education services	100%	Ongoing consultation with TAFE NSW and Country Universities Centre.
	1.5.1.1.2 Provide information, opportunities and experience to assist young people to develop skills	100%	This is to be considered as an Agenda item at a meeting of the Hilltops Regional Economic Development Committee. Council are committed to providing opportunities to apprentices, trainees, school based traineeships and work experience.
	1.5.1.1.3 Partner with TAFE to advocate to diversify the range of courses available to the community and in order to increase youth participation	100%	Ongoing. Support provided as required/ requested.
	1.5.1.1.4 Encourage education institutions to act as wellbeing hubs for youth	100%	Ongoing. Young High School is a trial site for a youth based wellbeing hub. It is planned to incorporate the hub into the new Library complex. To be investigated further by Hilltops Youth Engagement and Inclusion Officer in 2021.
	1.5.1.1.5 Advocate for diverse range of educational opportunities to address disadvantage	100%	Council will have a Youth officer commence work in the first quarter of the 2020-2021 reporting period.
	1.5.1.1.6 Advocate for a university campus and high-quality providers to assist in the provision of local tertiary education courses	100%	Ongoing discussions have been held to align to community needs and opportunities to be implemented as part of the Young joint use library.
	1.5.1.1.7 Support the activities of Country University Committees and district education foundations	100%	Ongoing discussions held to align and maximise future education opportunities.
	1.5.2 Support a range of cultural and entertainment activities for young people		
1.5.2.1 Plan for and provide opportunities, services & activities for youth	1.5.2.1.1 Work with relevant groups and key partners to find new ways to engage with the community's youth	100%	Grant funded Youth Engagement and Inclusion position to commence October 2020.

	1.5.2.1.2 Coordinate program of events for Youth week	100%	Program to be coordinated in 2021 by Youth Engagement and Inclusion Officer.
	1.5.2.1.3 Hold Youth Forums six monthly	100%	Development of a Youth Action Group to drive youth initiatives to be developed in December 2021-January 2021.
	1.5.3 Facilitate the development of skill sets that meet local employment demands		
1.5.3.1 Support programs that increases employment skills for Youth	1.5.3.1.1 Provide the results of skills audits to educational institutions so that students can be encouraged to choose occupations/training that meets local industry needs	25%	Discussed by Regional Economic Development Committee.
	1.5.3.1.2 Work with partners to develop opportunities for young people to train in agricultural fields	75%	Council met with representatives of NSW Farmers and the Southern Region BEC in December 2019 to discuss the development of a workshop program in 2020 to support all business enterprises including rural business. These workshops were not held due to COVID-19.
	1.5.3.1.3 Support the development of a program which encourages future business leaders to mentor youth	0%	Not achieved in 2020.
	1.5.4 Encourage an increase in facilities and provision of high quality services to support families		
1.5.4.1 Provide support to families	1.5.4.1.1 Work with Local Drug Action Team (LDAT) to deliver mentoring programs	50%	Actively worked with HWAG.
	1.5.4.1.2 Support childcare agencies and facilities in providing high quality services to the community	50%	General Manager has met with representative organisations to facilitate the progression of this measure.
	1.5.5 Encourage civic leadership and volunteer participation by young people		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
1.5.5.1 Increase the participation of Young people in the community	1.5.5.1.1 Support local clubs, community groups and schools to develop a volunteer campaign and facilitate mentoring programs for youth • Support programs that encourage volunteers for the Rural Fire Service • Profile prominent volunteers to share the benefits of volunteering	50%	Not achieved in 2020. Active recruitment undertaken during the period for a Youth Engagement and Inclusion Officer.
	1.5.5.1.2 Host annual Youth 'Future Leaders' forum	50%	Not achieved in 2020. To be investigated by the Hilltops Youth Engagement and Inclusion Officer in 2021.







ENVIRONMENT

ENVIRONMENT STRATEGY, EDUCATION & MANAGEMENT

Council continued its Environmental education programs through social media campaigns and site visits to educational facilities. Water testing kits were made available to high school STEM classes to carry out their own testing and monitoring of local waterways.

During the 19/20 financial year Council completed the construction of a new waste transfer station in Boorowa, with partial capping of the landfill starting in December 2019 and completed by June 2020. This transfer station is now fully operational, with Victoria Street and Redhill licensed landfill serving the whole of Hilltops. In 2020 Council began the project delivery of a Waste Strategic Plan. This plan will be an holistic plan that will guide the future management and services of waste to the community of Hilltops.

The continuation of waste education to our community involved Council visiting residential and commercial sites as well as the monitoring of landfills. As an outcomes regulator and intensification of public interest in reusing and recycling material, Council provided material on environmental protection and land management responsibility as its first regulatory communication.

BIO SECURITY - WEEDS

In the 2019/20 financial year Hilltops Council Biosecurity Officers have been busy with inspections, field day participation and education. Our Officers undertook 510 private property inspections, 56 public property inspections, 126 High Risk Site inspections (predominately rest areas and tips), inspected 2487 High Risk Pathway kilometres (Highways 3 or 4 times per year) and inspected more than 6800km of Council roads. Inspections are undertaken to detect the presence of new or emerging weed threats and species and to monitor growth or control of any existing weeds. We offer education and control information to all land holders and inspect properties after customer enquiry or complaints.

The team also participated in the South West Slopes Merino Field Days, Henty Field Days, Orange Field Days and Murrumbateman Field days. Officers have played a role in the formation of the Hilltops Council 355 Weeds Committee. Inspectors have taken part in training in vehicle hygiene, native grass identification, drone operation and safe operation of side-by-side vehicles as well as compliance and regulatory training.

Hilltops Council are active members of the South East regional weeds Committee, Riverina regional Weeds Committee and the Lachlan Valley Weeds Advisory Committee and participate in and attend regular committee meetings for all.



WELLBEING PILLAR: NURTURING OUR ENVIRONMENT

OUTCOME:

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

KEY OBJECTIVES:

- 2.1 Maintain the environmental integrity of the region.
- 2.2 Protect and rehabilitate our native habitat and natural resources.
- 2.3 The Hilltops communities maximise renewable & affordable energy resources.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	2.1 Maintain the environmental integrity of the region		
	2.1.1 Put land use systems in place that enhance and protect biodiversity and natural heritage in balance with other considerations		
2.1.1.1 Minimise the impact of flooding on development and people	2.1.1.1.1 Complete Floodplain Risk Management Plans/ Flood Studies for Boorowa, Harden and Young and implement the recommendations	100%	Young Flood Risk Management Plan completed in 2015. Young concept design completed 2019. Harden study drafted.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
2.1.1.2 Protect the purpose and integrity of rural land zoned RU1	2.1.1.2.1 Develop land use planning mechanisms that protect agricultural lands and prevents urban encroachment	100%	LSPS adopted by Council. LEP draft planning proposal prepared for gazettal.
2.1.1.3 Determine best purpose and ownership of Crown Land parcels	2.1.1.3.1 Work with key partners and other stakeholders to maximise community benefit from the Crown Land Negotiation Program process	na	Program suspending pending State Government Review. Council has subsequently withdrawn from program.
2.1.1.4 Identify and protect areas of high biodiversity value and environmental integrity	2.1.1.4.1 Work with partners to prepare a Hilltops Biodiversity Study to inform the review of the Local Environment Plans and Development Control Plans	100%	Program suspended pending State Government Review. Council has subsequently withdrawn from program.
	2.1.2 Effectively manage waste streams to minimise landfill and maximise reuse		
2.1.2.1 Provide sustainable waste services and infrastructure for the community	2.1.2.1.1 Develop and implement Council's Waste Management Strategy	80%	Draft Waste Management Strategy completed and currently under review.
	2.1.2.1.2 Ensure compliance with environmental protection licenses	100%	Compliance of environmental protection licences achieved and reported within the required timeframes.
	2.1.2.1.3 Manage waste management contracts for kerbside collection	100%	Landfills and waste transfer station managed under the current operations strategy. This is under review as part of the Waste Strategy.
	2.1.2.1.4 Manage landfills and waste transfer stations in the Local Government Area	100%	Environmental monitoring of waste sites is ongoing.
	2.1.2.1.5 Undertake environmental monitoring of waste sites	100%	South West Regional Waste management Group monitor at Regional level. Ongoing inspections carried out by Environmental Health Officers.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
2.1.2.2 Participate in regional collaboration relating to waste and develop strategic partnerships	2.1.2.2.1 Work with stakeholders and regional partners to increase diversion from landfill	100%	South West Regional Waste management Group inform and provide material and distribute to community and stakeholders.
	2.1.2.2.2 Work with Canberra Regional Joint Organisation to implement actions from the Canberra Regional Joint Organisation Waste Strategy	75%	Meetings of the CRJO attended. Engaging to implement all appropriate Initiatives for Hilltops.
	2.1.3 Implement weed management strategies to protect biodiversity and natural heritage		
	2.1.3.1.1 Develop Hilltops Local Weed Plan, and undertake a re-categorisation of the weeds categories in consultation with Local Land Services	100%	Weed information sent with rate notices. Council entered into a research agreement with DPI on weed investigation and eradication.
	2.1.3.1.2 Review Hilltops Weed Action Plans in consultation with LLS branches and implement actions and activities	100%	Annual Weed Action Plan (WAP) is reviewed and new targets have established for the 2020/2021 financial year.
	2.1.3.1.3 Control and manage the biosecurity risks and impacts posed by priority weeds to the economy and environment of the Hilltops region	100%	Weed Action Plan targets for 2019/2020 were met and new targets have been established for 2020/2021 and are underway.
	2.1.3.1.4 Coordinate the Hilltops Regional Weeds Committee and associated projects	100%	Weeds committee to be endorsed. Meetings held.
	2.1.4 Maintain and enhance the health of waterways		
2.1.4.1 Monitor and manage impacts on our waterways	2.1.4.1.1 Investigate and take the appropriate action regarding pollution incidents	100%	Ongoing investigations.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	2.1.5 Protect and enhance the beauty of our natural landscapes		
2.1.5.1 Partner with schools and community to deliver environmental education programs and projects	2.1.5.1.1 Support sustainability education programs	100%	Staff continue to provide kits to schools.
2.1.5.2 Plan to improve the quality of the natural environment	2.1.5.2.1 Coordinate the Hilltops Environmental Initiatives Regional Committee and associated projects	100%	Environmental Initiatives Committee meetings held every quarter and attended by Council staff.
	2.1.6 Encourage sustainable farming that meets environmental best practice		
2.1.6.1 Build capacity within the agricultural community	2.1.6.1.1 Work with partners to run programs to educate young people on sustainable living including growing their own food	100%	Food Hall and educational program have been set up by Churches and NGO groups and are functioning well. Boorowa Community Garden has been established and is conducting community workshops.
	2.1.6.1.2 Support regional initiatives that build capacity within the agricultural community	100%	Agricultural training opportunities actively promoted. Council have established a strong relationship with the CSIRO research station in Boorowa and as a result will be able to leverage opportunities to build capacity within the agricultural industry.
	2.1.6.1.3 Partner with organisations to showcase best practice agricultural operations	100%	Council has supported NSW Farmers to deliver training opportunities in Hilltops. Council has hosted Export Capability Workshops, facilitated the delivery of a region-wide Farming Sustainability Workshop in August and ICN Gateway workshops in December and January where opportunities to take part in state-wide major infrastructure projects were explained. All of these events have been capability building focused.
	2.2 Protect and rehabilitate our native habitat and natural resources		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	2.2.1 Work with the community and Government agencies in raising community awareness, and responding to biosecurity, environmental and biodiversity initiatives		
2.2.1.1 Work in partnership to provide natural resource management initiatives	2.2.1.1.1 Undertake the Burrangong Creek Rehabilitation Project	0%	Not funded in 2019-2020 budget.
	2.2.1.1.2 Support local environmental groups to offer educational programs and projects to rural landowners and absentee landowners on environmental issues	100%	Council staff oversee the weeds Committee, which is held every quarter. Staff to implement programs and to identify and forward funding opportunities to relevant community groups.
	2.2.1.1.3 Plan and implement environmental protection and restoration programs on Council controlled land	100%	Policy drafted. Ongoing monitoring of environmental land during the development application, assessment and determination process.
2.2.1.2 Provide education on the impacts associated with invasive species	2.2.1.2.1 Develop pest management and fruit fly control programs	100%	Currently Council is complying with the Biosecurity Act. Information is provided to the public via Hilltops Council web page. https://www.hilltops.nsw.gov.au/getattachment/Council/About-the-council/Council-policies-plans/Pesticide-Use-Notification-Policy-Plan-for-Outdoor-Public-Places-adopted.pdf.aspx?lang=en-AU
	2.2.1.2.2 Support partners to seek funding to study the impacts of, and to manage, invasive species	100%	Agreement to provide work in-kind support to assist research group.
	2.2.1.2.3 Develop stronger relationships between relevant Council staff, Government agencies and environmental groups	100%	Forums held with LLS, Landcare and joint work shop held with Upper Lachlan Weeds Advisory Committee.
	2.2.2 Support programs that create environmental awareness and promote sustainable practices, such as recycling		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
2.2.2.1 Deliver community education on recycling and waste management	2.2.2.1.1 Establish Report Illegal Dumping (RID) reporting to community and Council, and establish an illegal dumping database for measurement in future years	100%	Ongoing RID program - promoted to community and internal use by EHO / Compliance officers.
	2.2.2.1.2 Provide community guidance, information and educational materials on recycling and waste management	100%	Information uploaded via social media and website in reference to waste management, waste facilities and recycling.
	2.2.2.1.3 Work with partners to initiate and promote community education campaigns and activities	100%	Discussions ongoing with Young Landcare to hold a community education day covering land and vegetation management.
	2.2.2.1.4 Investigate and manage illegal dumping incidents	100%	Incidents are investigated and reported on via online RID app.
	2.2.3 Use technologies in community facilities, infrastructure and service delivery to reduce our ecological footprint		
2.2.3.1 Provide sustainable waste services and infrastructure	2.2.3.1.1 Seek funding to undertake hazardous waste collections	100%	Annual Council wide clean-up day held.
2.2.3.2 Implement waste reduction, resource recovery and recycling technology and initiatives	2.2.3.2.1 Participate in regional collaboration and develop strategic partnerships for waste reduction	100%	Draft Waste Strategy ongoing. Project commenced with CRJO developing a Contaminated Lands Register and Policy.
	2.3 The Hilltops communities maximise renewable and affordable energy resources		
	2.3.1 Improve environmental outcomes of Council's operations		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
2.3.1.1 Plan for and work towards reducing Council's environmental footprint	2.3.1.1.5 Encourage and practice ecologically sustainable water use and management of Council's operations	0%	Not yet commenced. Project will follow from Hilltops 2040 and include the future infrastructure requirements including water, sewer, roads and energy.
	2.3.2 Work with key partners to investigate and implement ways to reduce the communities' carbon footprint		
2.3.2.1 Work in partnership to explore clean energy opportunities	2.3.2.1.1 Work with stakeholders to facilitate the introduction and promotion of electric car charging stations.	100%	Second car charging station installed in the Hilltops at Jugiong.
	2.3.2.1.2 Research the feasibility of implementing a community-owned source of renewable energy	0%	Not yet commenced. Project will follow from Hilltops 2040 and include the future infrastructure requirements including Water, Sewer, roads and energy.
	2.3.3 Facilitate the adoption by businesses and the community to employ energy efficient technologies		
2.3.3.1 Educate the community on the benefits of alternate energy sources	2.3.3.1.1 Work with partners to maximise opportunities for whole of community involvement in implementing solar infrastructure to maximise the benefit of economies of scale	100%	Council continues to lobby and promote solar through its own initiatives. Most recently the installation of solar panels on Council facilities has been completed
	2.3.3.1.2 Undertake an awareness raising campaign targeting the disadvantaged, vulnerable and aged to minimise ongoing energy costs	100%	Council continues to lobby and promote solar through its own initiatives.
	2.3.3.1.3 Advocate for renewable energy providers to educate the community on their source of energy	100%	Limited to awareness raising events run by Windfarms and other local renewable energy providers.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
2.3.3.2 Enable opportunities to improve partnerships, programs and facilities	2.3.3.2.1 Seek funding to install solar lights at main sporting and community facilities	100%	Solar lights erected via SCF programs in Harden, Young and Boorowa. Will be ongoing.
	2.3.4 Work with industry and Government to facilitate natural gas provision to the region		
2.3.4.1 Reticulate natural gas to Harden residents	2.3.4.1.1 Conduct feasibility study to have natural gas connected and reticulated to Harden township, and work with partners to lobby for funding	100%	Feasibility study has been completed. Council continues to use the study to lobby for critical infrastructure such as Natural Gas supply to Harden Township.





ECONOMY

The aim of Hilltops Council is to create a positive environment that enables the community to grow and thrive.

Council's Economic Development unit made significant contributions to the development of the Hilltops Local Strategic Planning Statement, Hilltops 2040 which was submitted to the NSW Department of Planning Industry and Environment on 30 June 2020. Hilltops 2040 provides a solid base on which future land use planning decisions can be made by Council and the community, and it provides a vision for the delivery of a consolidated Local Environmental Plan for Hilltops in 2021.

The Hilltops Council Regional Economic Development Committee meet on a quarterly basis and an Open Business Forum has featured at the start of each of these meetings. These forums facilitate networking and collaboration between the business community.

The committee has continued to meet its obligations despite COVID-19, pivoting to online meetings through 2020.

Council has continued to play a support and facilitation role in the provision of external training to upskill the Hilltops Business community. Training events have been provided in collaboration with CenWest Innovate (CSU, Bathurst) and the Southern Region Business Enterprise Centre, face-to-face pre COVID-19 and online workshops through 2020.

Monthly E-newsletters are sent to Council's business database providing information on training, promotion, funding and program opportunities plus general information on Council activities which have implications for the local economy.

Another initiative of Council has been the sponsorship of Hilltops Localised. This is a social network for local business. Businesses can join free of charge and use Localised to: build their brand and promote their expertise, goods and services, find local business events and training, share their good news and promote local business-to-business trading, access more local business leads & hear about big projects and procurements, find local suppliers and discover more local businesses.

In collaboration with local Business Chambers, Council helped to facilitate the implementation of the Hilltops Christmas Spending Spree in November and December 2019.

In relation to other tiers of Government, Council has made introductions for individual business to access programs, advice and funding to facilitate growth and expansion where they meet certain Government criteria. Council continues to lobby Government at State and Federal levels for the advancement of the local community and as a member of the Canberra Region Joint Organisation of Councils benefits from its direct links to Government and other agencies.



WELLBEING PILLAR: BUILDING A STRONG AND ROBUST REGIONAL ECONOMY

OUTCOME:

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

KEY OBJECTIVES:

- 3.1 A thriving and diverse economy for business, tourism and investment.
- 3.2 An Agricultural region of excellence in innovation, technology, & high quality local produce.
- 3.3 A diversified economy which encourages business development, investment and fulfilling career opportunities to attract and retain residents, especially young people.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	3.1 A thriving and diverse economy for business, tourism and investment		
	3.1.1 Create a welcoming environment for investment and promote the region as a great place to live, work, invest and visit		
3.1.1.1 Promote the region as a great place to live, work, invest and visit	3.1.1.1.2 Identify opportunities to attract new development and industries	100%	Business Development moved in structure to Communications and Marketing until review is completed in 2021. 'Live, Work, Play the Hilltops way branding and marketing campaign being developed to promote the region as a great place to live, work, invest and visit. New Resident Guide in progress to be completed 2021.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
3.1.1.2 Create a welcoming environment for visitors to the region	3.1.1.2.1 Prepare plans for the beautification of entry points including road and rail to the three main townships and village entrances of the Hilltops	100%	Plans have been prepared.
	3.1.1.2.2 Undertake a parking needs analysis and identify solutions for the main townships across the Hilltops	50%	A Parking Study for Young and Harden is to be developed strategically as resources permit, to complement the existing Boorowa strategy document. This will identify the current parking arrangements and future requirements for parking. The initial study has indicated that there are accessible parking spaces at strategic locations for users. Funding for a parking study is currently being sought.
	3.1.1.2.3 Create new resident welcome packs in consultation with the Visitor Information Centre	50%	New resident guide is currently being developed
	3.1.1.2.4 Work with partners to beautify and develop the railway precinct in Harden	0%	Not achieved.
	3.1.2 Support all sectors of the economy to maximise tourism and business opportunities through stronger alignment with representative groups		
3.1.2.1 Strengthen partnerships with the business community	3.1.2.1.1 Facilitate the Hilltops Economic Development Regional Committee, implement recommendations and undertake activities where applicable	100%	Quarterly meetings of Regional Economic Development Committee held. Meetings via Zoom during COVID-19 restrictions. Action list reviewed at each meeting.
	3.1.2.1.2 Co-ordinate meeting between Chambers of Commerce Chairs and Council (Councillor Workshops), to discuss issues faced by the Hilltops business community	100%	Council have initiated meetings between the Young Development Group, HRDC and Boorowa Business Chamber. These meetings will be held quarterly with the first meeting scheduled for September 2020.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	3.1.2.1.3 Co-ordinate meetings between Mayor, General Manager and major employers from across the region as required	100%	Meeting facilitated as requested by business, developers and community representatives on matters relating to economic interaction. General Manager has met with multiple business entities, chambers of commerce and agencies in conjunction with the Mayor.
	3.1.2.1.4 Host relationship building events between the business community and Council	100%	Small Business Month 2020 grant applied for. Open Forum for business held prior to each meeting of the Regional Economic Development Committee as a channel to raise issues and ideas and promote collaboration and networking between businesses and Council.
3.1.2.2 Explore tourism opportunities in the region	3.1.2.2.1 Develop a tourism signage strategy to ensure a consistent approach is adopted across the region	75%	Preliminary research into tourism signage strategy complete.
	3.1.2.2.2 Work with Jugiong community to source funding for a boat ramp and additional seating along with Murrumbidgee River	0%	Grant funding is required for this project. When suitable funding is available it will be directed to the Jugiong Advancement Group.
	3.1.2.2.3 Facilitate a stronger alignment between businesses to maximise tourism opportunities (Agritourism, Sports, Education, etc)	100%	A monthly newsletter is distributed to a business and community database. Contents include opportunities and information on business grants, training, tenders, state government assistance and events. Council also supports the Localised platform for business, a channel that encourages networking, collaboration and exchange of information between local business.
	3.1.2.2.4 Expand and promote cultural heritage sites for improved visitor experience	100%	New Hilltops Visitor Guide and Chinese Visitor Guide produced to reflect up to date information on tourism products within the region.
	3.1.2.2.5 Support the ability of local businesses to accommodate visitors & workers and to provide evening food services in our towns and villages	100%	Visitor guide completed reflecting new offerings. Dining out flyers available in Visitor Information Centres across the region with up to date information.
	3.1.2.2.6 Partner with Visit Canberra to identify the extent of business tourism development opportunities in the region	100%	Visitor guide completed and reflecting new offerings. A draft electronic Meetings, Incentives, Conferences and Events (MICE) guide is being created. Along with Destination NSW events website information updated regularly.

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	3.1.2.2.7 Support the diversification of tourism activities and attractions	100%	Ongoing collaboration with Destination Southern NSW to expand tourism offerings and maximise opportunities for local tourism businesses.
3.1.2.3 Maximise resources and opportunities to value add to existing industries	3.1.2.3.1 Support the identification and development of meetings and incentives collateral to promote the region as a place to host large events and conferences	75%	Meetings, Incentives, Conferences and Events (MICE) Guide currently being developed.
	3.1.3 Provide leadership on economic development and tourism initiatives in the region		
3.1.3.1 Encourage and attract new business industry, investment and employment opportunities	3.1.3.1.1 Investigate the feasibility of providing new businesses with incentives to establish in the Hilltops	100%	Council advocates to other levels of Government to incentivise establishment and expansion of businesses and employment.
	3.1.3.1.2 Investigate an appropriate governance model for operation of Economic Development Unit	100%	Council is reviewing, in consultation with the business community, its role in business development.
	3.1.3.1.3 Develop an Accommodation gap analysis and demand study that includes new and emerging accommodation styles	100%	Accommodation gap analysis completed in conjunction with Destination Southern NSW.
	3.1.3.1.4 Promote Hilltops at business and industry expos	100%	Ongoing participation in CRJO, CENTROC and Destination Southern NSW initiatives.
	3.1.3.1.5 Assist small business start-ups	100%	Continued interaction and collaboration with various government agencies to bring appropriate training and development opportunities to the Hilltops Business community.
	3.1.3.1.6. Capitalise on visitor and freight opportunities resulting from Canberra International Airport	100%	Council have hosted a series of industry capability network and freight information events in conjunction with NSW and Federal Government, representatives from Canberra Airport, major airlines and freight forwarding companies.

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	3.1.3.1.7 Implement the Hilltops Economic Action Plan	100%	Economic Development and Regional Tourism Committees working collaboratively to achieve action items. Reviewing priorities and actions in response to work undertaken in development of LSPS. Hilltops Economic Action Plan to be reviewed in 2021.
	3.1.3.1.8 Facilitate forums to connect partners in business, education and employment	100%	Quarterly meetings of the Hilltops Council Regional Economic Development Committee are held with Open Business Forums scheduled at the commencement of each meeting, allowing business the opportunity for dialogue with Council through the committee. Workshop program initiated and delivered by Council included Export Capability and Farming resilience. Collaboration with Southern Region BEC, CenWest Innovate and NSW Farmers to deliver appropriate training and support for local business. Individual developer/investor meetings are scheduled with appropriate staff to support and inform the business community in relation to development matters.
3.1.3.2 Implement strategies and incentives to support business development and expansion	3.1.3.2.1 Support event organisers in delivering a range of new and established events, particularly those that encourage overnight visitation	100%	Council has a significant event calendar including three flagship events; Boorowa Woolfest, Lambing Flat festival and the Cherry festival. Ongoing support of community events.
	3.1.3.2.2 Work with local and external industry to support attraction and development of iconic tourism products	100%	Ongoing collaboration with Destination Southern NSW and Tablelands to support attraction and development of tourism products. A number of funded capability workshops have been held.
3.1.3.3 Work in partnership to continue to develop the tourism industry	3.1.3.3.1 Develop and promote the Hilltops brand as a region of significance	100%	This is an ongoing part of Council's operations and takes many forms from the Visitor Information interface, Council's website, and its media communications to the internal processes of Council including Customer Service, Sustainable Growth, Infrastructure etc. The body of work is being carried out in conjunction with Destination Southern NSW and Tablelands to clearly define and brand the Hilltops.
	3.1.3.3.2 Coordinate the Hilltops Tourism Regional Committee and associated projects	100%	Nominations for this committee were advertised and positions filled in October 2019. Meetings now held on a bi-monthly basis which rotate between Boorowa, Harden and Young.

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	3.1.3.3.3 Provide support, promotion and networking opportunities to local tourism operators	100%	Destination Southern NSW in conjunction with Council have hosted and will continue to hold a series of industry workshops based around Tourism Digital Marketing and online distribution channels. Individual support is offered to tourism businesses to build capability.
	3.1.3.3.4 Manage visitor information services	100%	Boorowa, Harden and Young Visitor Information Centres are operating in accordance with Accredited Visitor Information Centre guidelines.
	3.1.3.3.5 Position and promote Hilltops to key visitor markets	100%	New Visitor Guide and Chinese Guide developed, published and distributed. Promotional videos for each sector of the tourism market distributed. Regular tourism blogs released through various channels. Increased web and social media presence.
	3.1.3.3.6 Implement the Canberra Region Destination Management Plan and associated actions	100%	Ongoing collaboration with CRJO, Destination Southern NSW and Tablelands.
	3.1.3.3.7 Maintain Visit Hilltops website	100%	Ongoing website maintenance and optimisation undertaken.
	3.1.4 Facilitate the establishment and relocation of business and industries to the region		
3.1.4.1 Attract new businesses and Industries to the region	3.1.4.1.1 Develop a campaign to assist the establishment of more varied visitor accommodation providers	100%	Accommodation gap analysis completed in conjunction with Destination Southern NSW.
	3.1.4.1.2 Develop a Hilltops business prospectus including industry fact sheets, web and printed versions and structured campaign to promote the prospectus to encourage business relocation.	100%	The underpinning studies to this document have been completed, including the Hilltops Economic Growth and Land Use Strategy, the Hilltops Rural and Residential Lands Study and the Hilltops Freight and Transport Study. Hilltops New Resident Guide in progress.
	3.2 An agricultural region of excellence in innovation, technology and high quality local produce		

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	3.2.1 Promote diversification of the agriculture sector to increase innovation and adaption		
3.2.1.1 Support the diversification of the agriculture sector	3.2.1.1.1 Undertake a feasibility study for an Agricultural Centre of Excellence, include Scoping Study and Feasibility of the Centre (AdSense Academy) to be a destination for training/ further education and whole of life learning	100%	Council is investigating the opportunities that are available through the CSIRO facility in Boorowa. We will continue to lobby for funding for a feasibility study.
	3.2.1.1.2 Encourage intensive agriculture opportunities that meet best practice standards and are suited to the natural environment	100%	Hilltops Council Economic Growth and Landuse Strategy was completed in 2019. The Strategy identifies new industry opportunities in 7 key areas of the economy noting intensive agriculture as an area of potential investigation. LSPS to be completed July 2020 and LEP 2021.
	3.2.1.1.3 Work with partners to promote developments in agricultural technology and practices to enable industry to adapt and respond to change	100%	Council has supported NSW Farmers to deliver training opportunities in the Hilltops. Council has hosted Export Capability Workshops, facilitated the delivery of a region-wide Farming Sustainability Workshop in August and ICN Gateway workshops in December and January where opportunities to take part in state-wide major infrastructure projects were explained. All of these events have been capability building focused.
	3.2.1.1.4 Encourage agritourism across the Hilltops region	100%	Ongoing work to encourage, develop and promote agritourism in the region.
	3.2.1.1.5 Work with industry to investigate the development of new agricultural ventures and diversification through value adding	100%	Ongoing partnership with external agencies and organisations to develop agricultural diversification through value adding.

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	3.2.1.1.6 Work with leading organisations to maximise opportunities for innovation and to ensure future growth and development	100%	Council continue to foster relationships with the business industry including Southern Region Business Enterprise Centre, RDA Southern Inland and Central West, Department of Premier and Cabinet, Austrade and Ausindustry. The Regional Economic Development Committee membership represents a diverse range of people and interests from across the Hilltops.
	3.2.1.1.7 Support the Southern Region Business Enterprise Centre in their development of a Young Farmers Program with Industry NSW	100%	In collaboration with the BEC a number of programs to support business have been identified.
	3.2.2 Support the growth of supply chain distribution channels and associated infrastructure		
(This strategy is not active in this Delivery Program term)			
	3.2.3 Support the development of sustainable agriculture that protects the environment, public health, human communities, and animal welfare		
3.2.3.1 Support the growth of a sustainable rural industry	3.2.3.1.1 Identify suitable sites for targeted agricultural development in conjunction with land use planning and development application processes	100%	Focused Stakeholder workshops undertaken across Boorowa, Harden and Young for the Hilltops Local Strategic Planning Statement in October, November and December 2019. Other focused workshops held for Environment, Community and Economic Strategies that will assist in development of Hilltops Local Strategic Planning Statement. Wider public consultation occurred in April and May 2020 before adoption of the LSPS in July 2020.
	3.2.4 Work towards a connected region, digitally, socially and physically through freight links		

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3.2.4.2 Advocate for improved road and freight access into, out of and through the Hilltops region	3.2.4.2.1 Work with key partners to advocate for the progressive upgrade of the Barton and Olympic Highways, and Lachlan Valley, Burley Griffin and Henry Lawson Ways	100%	Draft Hilltops Freight and Transport Study completed and is to be endorsed to assist in advocacy with State/Federal governments.
	3.3 A diversified economy which encourages business development, investment and fulfilling career opportunities to attract and retain residents, especially young people		
	3.3.1 Support projects that create new jobs in the region and help to build a diverse and multi-skilled workforce		
(Actions are scheduled for 20-21 Financial Year)			
	3.3.2 Assist business to match their needs with training initiatives to maximise employment opportunities for the region's young people		
3.3.2.1 Support the business community to build capacity	3.3.2.1.2 Work with partners to identify positions of employment and apprenticeships that are suited to the Aboriginal population	100%	Ongoing. Schools expo was attended and sessions were held with schools. BEC programs were delivered to participating small business.
	3.3.3 Encourage an increase in affordable childcare places and after school programs to support working parents		
3.3.3.1 Advocate for increased childcare related services to support working families	3.3.3.1.1 Investigate Council's role in the provision of childcare facilities	100%	Council provides support to the sector through the provision of low-cost leasehold facilities.

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	3.3.3.1.2 Advocate for and assist in facilitating an increase in childcare facilities and after school care	100%	Private developer building childcare facility within the region.
	3.3.4 Build strong linkages with institutions providing flexible education, training and employment pathways in the region especially for young people		
3.3.4.1 Build relationships to support flexible education and employment pathways	3.3.4.1.1 Work with educational institutions, industry representative bodies and Vocational Education and Training (VET) providers to deliver specific skills and industry training to enhance the capacity of the Hilltops business community	100%	Ongoing dialogue with industry/business representatives to ensure advocacy and delivery of appropriate training to enhance the capability of Hilltops business.
	3.3.4.1.2 Partner with educational institutions to develop career pathways to encourage youth into the health and aged care sectors	100%	Council participated in annual school expo and has held multiple meetings with schools in relation to school based and work based traineeships, cadetships and apprenticeships.
	3.3.4.1.3 Strengthen relationships between Technical and Future Education (TAFE) and industry to maximise alignment of course outcomes	100%	Discussions have taken place with TAFE NSW and Country Universities Centre.





INFRASTRUCTURE

2019/20 has been an incredibly challenging year, complicated by ongoing drought and, in the latter months, a global health pandemic. Despite these challenges, Council have delivered some exciting projects for the community and progressed the delivery of significant major projects in the next financial year.

PROJECTS

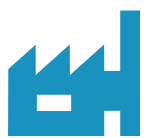
Highlights of the projects delivered by Council over the past twelve months include the Boorowa Recreation Park amenities and lighting upgrade, Lagano and Tarrants Gap Bridge projects, pavement rehabilitation works across the region including Rugby Road and Jugiong Road. The Henry Lawson Way intersection upgrade, Young Tennis Court Upgrade, Young Arts and Culture Precinct amenities and upgrades to the Mechanics Institute in Harden.

WATER AND SEWER

Council remain committed to continued improvement to our water and sewer infrastructure. During the reporting period Council borrowed \$6.2 million to commence renewal of our sewer and water network and will continue to make improvements in the new financial year. We have recently invested \$800 000 into the Back Creek Road water main replacement project that has been completed. Works are expected to commence in coming months on the Young CBD water and sewer main replacement projects, an investment of approximately \$6 million.

BRIDGES

Hilltops Council remain committed to providing safe and efficient bridge infrastructure to our roads and appreciate the patience of the community while we determine the most appropriate path to achieve completion of these projects. We expect to make significant progress on detailed designs in the first half of the new financial year.



WELLBEING PILLAR: STRENGTHENING THE REGION'S CONNECTIVITY AND MAINTENANCE OF ASSETS AND INFRASTRUCTURE

OUTCOME:

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

KEY OBJECTIVES:

- 4.1 High quality connectivity across the region enabling linkages to major towns and cities.
- 4.2 High quality built infrastructure that is safe and efficient.
- 4.3 Provide best practice water cycle management.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	4.1 High quality connectivity across the Region enabling linkages to major towns and cities		
	4.1.1 Encourage companies to provide telecommunications networks (both fixed and mobile) that are of a high standard across the area, resulting in improved economic growth and diversification		

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4.1.1.1 Advocate and plan for infrastructure to support economic growth	4.1.1.1.1 Maintain partnerships with research institutions to advocate for better telecommunications services	100%	Ongoing advocacy for the provision of better services.
	4.1.1.1.2 Work with service providers and the community to improve coverage	100%	Ongoing advocacy for the provision of better mobile phone coverage and services including support of the Mobile Black Spot program and NBN improvements.
	4.1.1.1.3 Undertake a Shared Work Space Feasibility Study and develop a Business Case to increase the availability and frequency of e-work	25%	This study has not commenced. COVID-19 has required e-work practices to become more available.
	4.1.1.1.4 Encourage investment from companies to deliver improved technology and digital services to eliminate mobile phone blackspots and improve all video and data communications networks	100%	Ongoing advocacy and support of the Mobile Black Spot program and improved NBN services.
	4.1.2 Work with key partners to support viable public transport links across the region and connecting to major centres		
4.1.2.1 Work in partnership to improve local and regional public transport	4.1.2.1.1 Seek opportunities to provide public transport linkages to Harden train station	100%	Young Community Transport is providing a limited service from Boorowa and Young to Harden train station.
	4.1.2.1.4 Advocate to state government for improved public transport	100%	Council wide advocacy involvement and expression of interest undertaken to provide more hangar space at the Young Aerodrome.
4.1.2.2 Provide and enhance the regional Airport	4.1.2.2.1 Operate and maintain the Young Airport	100%	Ongoing maintenance is being done. Work is underway to meet demand for more hangar space and funding sources for land for a cross-runway is being investigated.
	4.1.3 Improve and align key freight linkages towards growing industry demands		

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4.1.3.1 Advocate for improved freight transport links, services and infrastructure	4.1.3.1.3 Partner with peak bodies to advocate for improved and on-going funding programs for local transport infrastructure	100%	Draft Freight Study completed to assist in advocacy.
	4.1.3.1.4 Seek grant and other funding to sustain and improve the local and regional transport network	100%	Ongoing with Transport for New South Wales.
	4.2 High quality built infrastructure that is safe and efficient		
	4.2.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion		
4.2.1.1 Provide a safe efficient and integrated transport network	4.2.1.1.1 Provide traffic management planning and develop strategies to address traffic and parking management issues	100%	Traffic Committee manages emerging and future traffic matters.
	4.2.1.1.2 Investigate technology options to monitor parking compliance	0%	This proposal has been reviewed and determined that the implementation of such system is not a financially viable option for Council at this current point in time.
	4.2.1.1.3 Coordinate the Hilltops Traffic Committee and associated actions	100%	Traffic Committee manages emerging matters and all meetings are attended as required.
	4.2.2 Provide a roads network that has agreed levels of service for the community and other road users and minimises impact		
4.2.2.1 Develop and upgrade Council local roads networks+A59:E76	4.2.2.1 Develop and upgrade Council local roads networks	100%	Ongoing program of works according to grant and revenue funding. Developing a 5 year program and actively seeking grants to progress work.
	4.2.2.1.2 Support the maintenance of 167 kilometres of State Road network to meet the needs of road users	100%	Completed under Routine Maintenance Council Contract.

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	4.2.2.1.3 Build, renew and maintain the 2759 kilometres of regional and local road network	100%	Completed under existing schedule of works.
	4.2.2.1.4 Implement projects identified and adopted in the Council's annual budget in relation to: • 303 kilometres of Sealed Regional Road Network • 944 kilometres of Sealed Local Road Network • 1512 kilometres of Unsealed Local Road Network	90%	90% of identified and adopted projects have been completed. Outstanding capital worked are scheduled for completion in 2020-21.
4.2.2.2 Provide sustainable asset management, that is based on service delivery needs and integrated into Council's corporate and financial planning processes	4.2.2.2.1 Implement Asset Management Strategy	100%	Substantial updates to systems, and a reset of data, are progressing. The current document will be updated during the implementation of the strategy.
	4.2.2.2.2 Develop Asset Management Plans and associated Service Level Planning documentation (Water & Sewer, Stormwater, Roads, Buildings, Open Spaces)	100%	Substantial updates to systems, and a reset of data, are progressing. The current documents will be updated during the implementation of the strategy.
	4.2.2.2.3 Undertake National Heavy Vehicle Regulator (NHVR) assessments and road safety improvement audits	100%	97 NHVR applications have been assessed. Data recording and reporting procedures have been improved – including a layer for wide view using Intramaps.
	4.2.2.2.4 Manage infrastructure design and investigation works	100%	Infrastructure design and investigations are managed on a project by project basis.
	4.2.2.2.5 Investigate road rationalisation and land acquisitions for projects	100%	Road rationalisation and land acquisitions have been investigated on a project by project basis.
	4.2.2.2.6 Manage Council's infrastructure assets	100%	Assets managed in response to works requests. Draft Long Term Asset Management Plans ongoing.

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	4.2.2.2.7 Manage plant and fleet replacement and monitor utilisation	100%	Plant and fleet replacement program conducted in accordance with Asset Management Plan.
4.2.2.3 Facilitate the achievement of consistent, high quality, sustainable outcomes in the delivery of capital works by Council	4.2.2.3.1 Undertake annual capital works planning and delivery that considers whole of life costs, environmental and social impacts	100%	The identified Capital Works programs have been planned and are currently being delivered to a consistent standard to meet Council's specified sustainability outcomes.
4.2.2.4 Ensure that infrastructure is relevant to current and emerging community needs	4.2.2.4.1 Undertake an Infrastructure Audit with a view to identify enabling infrastructure for economic development in conjunction with Local Environment Plan (LEP) Planning Process	50%	Infrastructure audit was conducted during the LEP process and economic lands identified.
	4.2.3 Strengthen the integration of essential service delivery and growing infrastructure needs of the region		
4.2.3.1 Provide essential service delivery that addresses changing infrastructure needs	4.2.3.1.1 Work with partners to assess maintenance requirements of quarry haul roads	100%	Ongoing discussions with stakeholders to address to coordinate future upgrade and maintenance needs.
	4.2.3.1.2 Develop a sewerage strategy that addresses the growing needs of Jugiong	50%	Sewerage option for Jugiong is being assessed as part of Integrated Water Cycle Management process. Further assessment and community consultation will be undertaken at next phases of the Integrated Water Cycle Management Strategy Project.
	4.2.4 Work within our constraints to standardise the level of services offered between towns and villages		
4.2.4.1 Clarify agreed levels of service to the community	4.2.4.1.1 Work with the community and Council to develop and standardise levels of services in towns and villages	50%	Service level standards are currently under investigation.

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4.2.4.2 Create whole village plans for each village	4.2.4.2.1 Work with Village Progress Associations and village communities to develop plans and associated local priority lists	75%	Strategy is in draft form and will be formalised with IWCM Options paper.
	4.2.5 Develop a plan for the equitable distribution of costs for the provision of infrastructure		
4.2.5.1 Provide or source long term funding of infrastructure	4.2.5.1.1 Develop long term infrastructure funding plans for the provision of Council services and community assets	100%	Long term financial plan review forms part of the budget preparation.
	4.2.5.1.2 Review and update Development Contribution Plans for Hilltops	50%	Review to commence on adoption of the LEP.
	4.2.6 Maintain assets in line with communities' agreed levels of service		
	4.2.6.1.1 Develop Timber Bridge Replacement Program and implement actions	50%	There are two timber bridges currently being monitored. They will be replaced through future planning as required.
	4.2.6.1.2 Maintain Council owned and managed buildings and facilities in line with asset management plans	100%	Ongoing maintenance and repairs of Council owned and managed buildings and facilities.
	4.2.6.1.3 Undertake management and maintenance of community parks and play spaces	100%	Routine cyclic maintenance undertaken.
	4.2.6.1.4 Support Village Progress Associations to continue to maintain village facilities	100%	Work undertaken in accordance with Council annual budget.
	4.2.6.2.1 Manage the completion of the Stronger Communities Fund	100%	Delivery of projects in accordance with funding.

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	4.2.6.2.2 Manage the equitable distribution of annual capital expenditure projects	100%	Work undertaken in accordance with Council annual budget.
	4.3 Provide best practice water cycle management		
	4.3.1 Ensure all towns have access to secure and high quality water supply that meets industry best practice		
4.3.1.1 Provide safe, reliable and sustainable town water supplies	4.3.1.1.1 Develop an Integrated Water Cycle Management Strategy and implement the associated actions	60%	Options assessment phase of IWCM Strategy is nearing completion. Further discussion with DPIE will follow to progress the IWCM for completion in 2021.
	4.3.1.1.2 Develop Drinking Water Management System under Public Health Act	100%	Ongoing collaboration with key partners to minimise impact on catchments.
	4.3.1.1.3 Manage Council's water infrastructure	100%	Ongoing Operational Management.
	4.3.1.1.4 Advocate for water security and standards that allow for future growth in the region	100%	Ongoing lobbying for funding to construct infrastructure to provide water for industry and domestic use to the majority of Hilltops residents.
	4.3.1.1.5 Encourage the use of water saving devices in homes	100%	Regular communications during water restrictions.
4.3.1.2 Advance planning for and development of the Boorowa Water Supply line	4.3.1.2.1 Advocate for funding to guarantee supply of high quality potable water to Boorowa	100%	Advocacy at a State and Federal level continue.
	4.3.2 Work with key partners to ensure all villages and towns have sufficient water storage for emergency management		

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4.3.2.1 Ensure all towns and villages have sufficient emergency water storage/supply	4.3.2.1.1 Investigate adequacy of sufficient emergency water supply and/or storage and seek funding to ensure availability in all towns and villages for emergency situations	100%	Young has adequate water supply storage. Harden and Boorowa water network model is being undertaken. Hilltops IWCM will identify the storage requirement for all towns and villages. Once completed these studies will be the basis for future storage upgrades.
	4.3.3 Protect and improve catchments across the region by supporting relevant partners		
4.3.3.1 Work with regional partners to protect and improve catchments	4.3.3.1.1 Support and enforce policies relevant to our Local Government Area	100%	Continued business partnership with Goldenfields Water County Council.
	4.3.3.1.2 Investigate the ways Council can work with key partners to minimise its impact on catchments	100%	Ongoing delivery program.
	4.3.4 Manage sewerage waste water quality to meet industry best practice		
4.3.4.1 Provide safe, reliable and sustainable town sewerage services	4.3.4.1.1 Develop and implement trade waste policy	75%	Trade waste policy for Hilltops LGA is at draft stage. Once finalised, it will be reported to council for adoption.
	4.3.4.1.2 Manage, operate and maintain Council's sewerage systems	100%	Ongoing operational delivery.
	4.3.4.1.4 Manage trade waste/effluent monitoring, compliance and investigation	100%	Ongoing operational delivery.
	4.3.5 Manage stormwater systems to maximise reuse potential and meet industry best practice		

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4.3.5.1 Promote and implement programs for the efficient use of water resources	4.3.5.1.1 Investigate opportunities to recycle storm water for reuse in the community.	100%	Subject to future funding and budget availability, an investigation to identify the suitability of implementation of Water Sensitive Urban Design in Hilltops LGA will be undertaken.
	4.3.5.1.2 Manage, operate and maintain storm water pits and systems to ensure they are fit for purpose.	100%	Ongoing operational delivery.







LEADERSHIP AND GOVERNANCE

The last quarter of the reporting period coincided with the first one hundred days for our new General Manager, Anthony O'Reilly. Some of the initiatives achieved during this period include:

- Navigating the COVID-19 crisis for the organisation and the community. Report provided to Minister for local Government Shelly Hancock regarding our management of the pandemic, highlighting the work done by Council to support our staff and the community
- Presentation of the audited financial statements for the year ending 30 June 2019. The statements were 'unmodified' which means they are a true and accurate reflection of our financial situation
- Customer Service Charter
- Draft Hilltops 2040 on public exhibition with over eighty submissions received
- Completion of Back Creek Road water main renewal project
- Briefed on major projects including Boorowa Water Security Project
- Introduction of weekly virtual all staff meetings which focus on open and transparent two way communication
- The Regional Lifestyle Magazine winter edition featuring the Hilltops Region
- Draft Customer Service Improvement Strategy. Councillors have recognised the need for a more robust, measurable and transparent customer service model for Hilltops Council to enable a more satisfying level of service delivery to the community. A draft Customer Experience Improvement Strategy was presented to Council. It strives to continue to develop community confidence and trust, underpinned by four key areas: Accountability, Capability, Consistency and Collaboration.



WELLBEING PILLAR: ETHICAL, PROACTIVE AND EFFECTIVE LEADERSHIP AND GOVERNANCE

OUTCOME:

We are an engaged and informed community involved in effective and ethical decision making to achieve our community aspirations for Long Term Planning.

KEY OBJECTIVES:

- 5.1 Working together to achieve our objectives through strong civic leadership
- 5.2 An engaged and connected Community
- 5.3 Plan and lead with good governance

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	5.1 Working together to achieve our objectives through strong civic leadership		
	5.1.1 Develop clear strategic direction through the Community Strategic Plan, Delivery Program and Operational Plan		
5.1.1.1 Undertake sound, best practice long term community and corporate planning	5.1.1.1.1 Monitor and report on the Delivery Program and Operational Plan, and Resourcing Strategy	100%	Ongoing process of implementation.

DELIVERY PROGRAM ACTIVITY (3 years)	OPERATIONAL PLAN KEY ACTIONS (1 year)	STATUS: % COMPLETE TO JUNE 2020	BRIEF COMMENT ON PROGRESS TO JUNE 2020
	5.1.1.1.4 Review the Council's Delivery Program and Operational Plan	100%	Completed
	5.1.1.1.5 Provide the Annual Report to the community on the progress of implementing community vision	100%	Completed
	5.1.1.1.6 Collaborate with strategic partners to discuss issues and share deliverables / outcomes / lessons / stories	0%	Not due in this reporting period. Discussions commenced to align the next forum with the Local Strategic Planning Statements, and the Local Environment Plan community consultation.
	5.1.1.1.7 Review all Council's plans annually to build integration across all plans, strive for continuous improvement and to maintain relevance to the entire community	100%	Developed strategic initiatives including technology remediation strategy and financial performance improvement strategy for incorporation into 2020-21 framework as part of improved corporate governance.
	5.1.2 Actively engage with State, Federal and non-Government agencies in a local and regional advocacy role		
5.1.2.1 Represent the community at regional, state and national forums	5.1.2.1.1 Advocate at regional, state and national levels to represent the views of the Hilltops region	100%	Regular representations are ongoing. Regional meetings with State and Federal Government held and various submissions to Office of Local Government made.
	5.1.2.1.2 Advocate to ensure Local Government derives a sustainable share of Government revenue allocations from State and Commonwealth Governments to balance programs expected and required of it	100%	Representations are ongoing. CRJO meetings attended. Regular meetings and briefings held with State and Federal MP's.
	5.1.2.1.3 Ensure that community contacts are relevant and up to date.	100%	Community Service Database to be published on website. Internal list created and updated regularly.

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	5.1.2.1.4 Work with key partners to encourage decentralisation and to promote the Hilltops region as being the perfect tree change location to live and work.	100%	Hilltops Business Prospectus to be designed and published to attract both business and new residents to the region as the next step from delivery of the new Hilltops Economic Development Strategy. Hilltops LSPS to provide strategic objectives and give greater certainty to current and future investors in relation to Hilltops.
	5.1.3 Partner with, and provide support to, organisations who deliver services and programs locally		
5.1.3.1 Collaborate with agencies and emergency services to support coordinated emergency management	5.1.3.1.1 Advocate for adequate emergency services within the region	100%	Worked closely with RFS to deliver the RFS headquarters and training facility in Harden. Ongoing advocacy for adequate police facilities across the region.
	5.1.3.1.2 Work with relevant partners to undertake fire mitigation program on Council controlled land	100%	Completed 2019-20 fire hazard mitigation works on Council controlled lands with urban communities as authorised by the RFS.
	5.1.3.1.3 Support emergency services agencies in planning and responding to natural and man-made disasters	100%	Regular Local Emergency Management Committee meetings were held in 2019-2020. Provide assistance as requested.
	5.1.3.1.4 Provide funding support to Rural Fire Services, State Emergency Service, NSW Fire and Rescue in line with legislation	100%	Council has paid the relevant levies associated with provision of support to these organisations.
5.1.3.2 Work with partners to ensure signage is correct and up to date	5.1.3.2.1 Advocate with Roads & Maritime Services for more accurate signage for the Hilltops region	100%	"All signage, where relevant, referred to traffic committee. Ongoing operational matter. Regional Signage installed on Hume Motorway to direct traffic to Young, Harden and Boorowa"
	5.1.4 Maximise opportunities to secure external funding for partnerships, projects and programs to improve the quality of life for residents and visitors		

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5.1.4.1 Advocate for the decentralisation of Government services to the Hilltops	5.1.4.1.1 Investigate opportunities for the region to become a dormitory and service centre for future super cities	100%	Ongoing liaison with State government on State policy towards regional growth.
	5.1.4.1.2 Work with state and Federal members to promote the Hilltops as a location for decentralised Government services	100%	Ongoing liaison with State government on State policy towards regional growth. State and Federal MP meetings held in relation to specific issues.
5.1.4.2 Build community capacity	5.1.4.2.1 Provide support for community groups submitting grants to assist the community to build capacity to write their own grants, through auspicing, providing letters of support, practical assistance where feasible.	70%	All planned workshops held, including one in Young and one in Harden.
	5.1.4.2.2 Apply for and manage external funding opportunities	100%	Quarterly reports to Council on SCF and SCCF projects.
	5.1.4.2.3 Manage Council's financial assistance and sponsorship programs	100%	Financial Assistance and Sponsorship funding distributed over two rounds. Committee meeting and Council resolution for both rounds.
	5.1.5 Develop partnerships with business, industry and agriculture leaders		
5.1.5.1 Engage and educate industry and community on development processes, roles and outcomes	5.1.5.1.1 Share information through builder and developer forums to build skills and expertise	100%	Discussions undertaken as part of early consultation on LSPS and through attending stakeholder meetings such as chambers of commerce.
	5.1.5.1.2 Provide pre-lodgement development application advice and assistance to applicants	100%	Systems in place, underway and promoted. Website updated and calendar booking system in place.
	5.1.5.1.3 Report on development activity and performance	100%	Monthly reports to Council continue, as well as required reporting to the State.

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	5.1.5.2.1 Take advantage of opportunities for staff to gain experience and professional advice with other Councils	100%	To enhance professional development staff are encouraged to attend network meetings and workshops within their areas of expertise. For example Local Government Procurement workshops, LGNSW specialist networks. Attendance allows for networking with peers in both urban and regional councils.
	5.1.5.2.2 Investigate the development of an internship program in partnership with universities	100%	Recently partnered with CSU Engineering faculty to participate in their engineering cadetship program. Cadetships for sustainable growth and strategic planning are currently in place. Student Planners engaged through a UNSW placement partnership program.
	5.2 An engaged and connected Community		
	5.2.1 Provide clear, easy to understand and transparent communication to the community utilising a variety of channels, targeting towns, villages and rural areas		
5.2.1.1 Coordinate delivery of effective media coverage across a range of channels	5.2.1.1.1 Manage media relations and advice	100%	Regular communication with media outlets and local/regional journalists.
	5.2.1.1.2 Distribute media releases and respond to media enquiries	100%	Media releases and media enquiries are responded to in a timely manner.
	5.2.1.1.3 Optimise modes of communication to ensure that all sectors of the community are being reached	100%	Media releases, redesigned community newsletter, increased social media presence, print and radio advertising, website and video blog.
5.2.1.2 Proactively communicate information on Council services, activities and events	5.2.1.2.1 Prepare and publish print and electronic communications	100%	Community newsletter produced. Regular Facebook and Instagram posts, media releases distributed regularly. Regular radio advertising and interviews.
	5.2.1.2.2 Develop and implement promotional campaign on Council's current communication channels	100%	Two-way communication with the community is promoted widely across all communication channels.

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	5.2.1.2.3 Manage website and social media channels	100%	Active ongoing management of website and social media.
5.2.1.3 Provide advice and public relations management in response to issues	5.2.1.3.1 Develop Media Engagement guidelines to manage media issues and mitigate risk	100%	Media and communication policy was endorsed by Council and is in place after a 28 day exhibition period and was adopted on June 20, 2019.
	5.2.2 Work with all of our partners, so they are well informed, proactive and responsive to current issues that impact the community		
5.2.2.1 Advocate and collaborate to advance the region and address local issues	5.2.2.1.1 Advocate for local needs to be reflected in State and Regional plans	100%	Council continues to hold meetings to advocate its position and promote regional issues. Meetings held with State and Regional organisations and the community.
	5.2.2.1.2 Advocate to streamline government processes	100%	Active member of CRJO and meeting with state and federal representatives to advocate for local issues. Discussion forum held with LGNSW.
5.2.2.2 Communicate to relevant community members on development matters	5.2.2.2.1 Provide timely consultation with the community in relation to Development Applications, Planning Proposals (Local Environmental Plan amendments), Development Control Plans and Contribution Plans	100%	Community Participation Plan Consultation occurred in October/November for 28 days according to legislative requirements. Ongoing notification and engagement during public notification period.
	5.2.2.2.2 Notify relevant groups or individuals when work will be carried out that will affect their residence, workplace or personal property in accordance with legislative requirements and Council policies	100%	All statutory requirements have been met.
5.2.2.3 Communicate with all sectors of the community	5.2.2.3.1 Increase and improve communication between Council and community groups, including Progress Associations	100%	Community newsletter produced, increased social media presence, print and radio advertising. Progress Association have Council representation as part of Section 355 committee status.

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	5.2.3 Encourage and provide opportunities for community access and participation in Council decision making		
5.2.3.1 Provide and promote opportunities for the community to be engaged on decisions, policies and plans through the use of a community engagement framework	5.2.3.1.1 Develop and Implement Community Engagement & Communication Framework for staff and Councillors in consultation with the community	100%	Community Engagement Toolkit & Communication Framework is being developed.
	5.2.3.1.2 Implement the Community Engagement Framework throughout the organisation	100%	Ongoing community consultation including intensive LSPS consultation. Consultation will be reviewed and adapted once the Toolkit and Framework has been completed in 2021. Workshops have been held in each village prior to December 2019 with review of Village Workshop effectiveness currently being undertaken.
	5.2.3.1.3 Undertake a biannual community survey to determine levels of satisfaction, to measure progress toward achieving the Community Strategic Plan, and to improve engagement with the community	50%	Currently being progressed as a regional survey in conjunction with Canberra Region Joint Organisation.
5.2.3.2 Promote and support effective representation of our Mayor and Councillors	5.2.3.2.1 Publish regular Mayoral and Councillor messages and communications	100%	Weekly Council Column printed in Hilltops Phoenix, Council website and Facebook page. Message from the Mayor in each community newsletter. Mayoral video updates published monthly.
	5.2.3.2.2 Facilitate and support civic functions	100%	Support of community events across the region. Three Citizenship Ceremonies held.
	5.2.3.2.3 Provide opportunities for communities to meet with Councillors	100%	In addition to availability at the Mayoral Office in Young, the Mayor is available in Boorowa and Harden on first Tuesday of each month to meet with community members including the neighbouring villages to discuss items relating to Council. These meetings are available via phone during COVID-19 restrictions.

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5.2.3.3 Encourage two-way communication with the community	5.2.3.3.1 Develop opportunities for the community to have a greater input into Council plans and policies	100%	All council policies and plans placed on public exhibition for community feedback. Exhibition periods are advertised via various media channels including print and digital. Public workshops, forums and surveys conducted regularly.
	5.2.4 Actively listen and respond to the community, providing high quality customer service		
5.2.4.1 Provide effective, friendly, customer service and information	5.2.4.1.1 Improve internal sharing of information through the development of the intranet and staff newsletter	100%	Staff newsletter the 'Friday Flash' is distributed weekly. Regular all staff emails from the General Manager. Increased use of collaboration via ECM and SharePoint.
	5.2.4.1.3 Manage Council's records and information to meet its legal obligations and business needs	100%	Disposal under GA39 of paper based documents being undertaken when possible.
	5.2.4.1.4 Manage public access to Council information and protect privacy	100%	All documents registered into ECM are attached to mandatory Subject and Customer Indexes and other Indexes can be attached if relevant.
	5.2.4.1.5 Implement Hilltops Customer Experience Improvement Strategy	100%	Compliance with GIPA and privacy legislation was maintained.
	5.2.4.1.6 Develop staff to have a customer service ethos	100%	Customer Experience Improvement Strategy underway.
5.2.4.2 Provide appropriate responses to questions and concerns of the community	5.2.4.2.1 Develop systems and protocols to manage customer services enquiries and requests	100%	Customer Experience Improvement Strategy underway.
	5.3 Plan and lead with good governance		
	5.3.1 Undertake Council activities within a clear framework of legislative compliance, strategic planning, policies, risk management, procedures and service standards		

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5.3.1.1 Develop plans to support sustainable growth	5.3.1.1.1 Prepare the combined Hilltops Contributions Plan	50%	Combined Hilltops Contribution Plan will be prepared once Hilltops Local Strategic Planning Statement and Hilltops Local Environmental Plan are completed. In interim, the contributions plans prepared by the previous Councils apply to development.
	5.3.1.1.2 Prepare the combined Hilltops Development Control Plan	50%	Combined Hilltops Development Control Plan will be prepared once Hilltops Local Strategic Planning Statement and Hilltops Local Environmental Plan are completed, with work commencing on the DCP in second half of 2020.
	5.3.1.1.3 Prepare the combined Hilltops Local Environmental Plan	75%	LEP work commenced with significant progress
5.3.1.2 Review and prepare planning strategies, policies and studies	5.3.1.2.1 Finalise and test the Hilltops Business Continuity Plan	100%	Business Continuity Plan has been implemented and proven during COVID-19.
	5.3.1.2.2 Prepare new engineering guidelines for Council	75%	Draft engineering guidelines currently being finalised.
	5.3.1.2.4 Review the Plans of Management for Hilltops community land and implement actions	100%	Plans of management for community land have been reviewed as part of Hilltops 2040.
5.3.1.3 Develop Information technology plans to increase efficiencies	5.3.1.3.1 Develop and Implement: - Council Information Technologies Strategic Plan - Council Information Management Plan - IT Disaster Recovery Plan - IT Security Plan	100%	Draft Strategic plan completed and internal review underway. Work on stabilising existing infrastructure has been undertaken and results showing good stability across entire network. Plans subjected to implementation testing during business continuity plan testing.
5.3.1.4 Provide services to assist emergency services	5.3.1.4.1 Undertake urban and rural addressing	75%	All areas completed except Murrumburrah.
	5.3.1.4.2 Undertake Fire Safety Audits and enforce safety compliances of high risk buildings to increase public safety	100%	Assist Emergency Services as required or as requested. Council has new fire compliance contractor to carry out audits.

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	5.3.2 Make decisions in a transparent and accountable manner for the benefit of the community		
5.3.2.1 Provide receptive and responsive development assessment services	5.3.2.1.1 Assess and determine development applications	100%	Benchmarks aligned to resources were met.
	5.3.2.1.2 Assess and determine construction certificates	100%	All Construction Certificates are reviewed prior to release to the applicant.
	5.3.2.1.3 Assess and determine complying development applications	100%	All Complying Development Applications are reviewed prior to release to applicant.
	5.3.2.1.4 Develop A-Z fact sheet for development activities in the Hilltops for the benefit of the community	100%	Work on fact sheets to be progressed in conjunction with development of new LEP and DCP.
	5.3.2.1.5 Provide certification inspection services	100%	All requested inspections are undertaken when scheduled.
	5.3.2.1.6 Maintain a register and inspect private swimming pools in line with NSW Government Partnership	100%	Register has commenced. To be implemented into Tech-One. Audit to be undertaken of high risk pools.
5.3.2.2 Provide high quality contract management	5.3.2.2.1 Develop a Procurement Strategy and Framework and implement actions	100%	Document to be drafted. Process to be reviewed and Staff training required.
	5.3.2.2.2 Develop and implement an Enterprise Project Management Framework	100%	New process prepared and implemented.
	5.3.2.2.3 Develop and implement an Enterprise Contracts Management Framework	100%	Reporting processes for Contractors implemented. Contractor review process implemented.
	5.3.2.2.4 Undertake transparent tendering and procurement processes	100%	Procurement processes have been maintained in accordance with policy and legislation.

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5.3.2.3 Implement effective governance	5.3.2.3.1 Facilitate the conduct of effective Council meetings	100%	Compliance requirements are maintained to ensure code of meeting conduct is followed at meetings. Code of Conduct training was made available to all staff and Councillors to be attend in September 2020.
	5.3.2.3.2 Assist the Councillors and staff in meeting their statutory obligations and roles	100%	Provision of advice on appropriate standards of behaviours and responsibilities is provided.
	5.3.2.3.3 Provide professional development opportunities for Councillors including personalised development plans	100%	Professional development opportunities available to Councillors via professional development budget. Code of Conduct training to be delivered in September 2020. Various conferences and workshops attended by individual Councillors.
5.3.2.4 Respond to customer/community complaints	5.3.2.4.1 Ensure all complaints are investigated with transparency and integrity	100%	Investigations were managed with transparency and integrity.
	5.3.3 Manage the assets and resources of Council ethically, prudently and efficiently on behalf of the community		
5.3.3.1 Manage land and facilities under Council's ownership or control to achieve a return for the community	5.3.3.1.2 Manage leases and licenses	100%	Ongoing review
	5.3.3.1.3 Facilitate property sales and development	100%	Ongoing review
	5.3.3.1.4 Operate Council managed caravan parks and camp grounds	100%	Ongoing operation and review.
5.3.3.2 Responsibly manage Council's finances and maintain Fit for the Future status	5.3.3.2.2 Develop and implement a single rating structure for the Hilltops	25%	Deferred to 2020-21 in line with new statutory timeframes.

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	5.3.3.2.3 Monitor and report on key financial results	100%	Progressing with completion of the financial statements and the Quarterly Budget Review. September & December Budget Reviews reported to Council within legislative timelines.
	5.3.3.2.4 Provide financial management and reporting	100%	Progressing with completion of the financial statements and the Quarterly Budget Review (QBR). Management reporting of Budget vs. Actual costs for all capital projects and key operational areas has been completed in December QBR.
	5.3.3.2.5 Collect rates and charges, and manage sale of land for overdue rates	100%	Rates & Charges Outstanding in the 2019-20 financial reporting period were 10.12% of total rates and annual charges. This ratio has been maintained to December 2019.
	5.3.3.2.6 Provide advice to the Council on the reduction of Council's debt ratio	100%	Monthly Report into Council. In the 2019-20 financial reporting period Council had over 4 times the operating cash to service debt repayments. This is over twice the industry benchmark.
	5.3.3.2.7 Manage staff delegations	100%	All staff have current reviewed delegations.
	5.3.3.2.8 Manage Council's financial systems	100%	Completed review of Technology One implementation issues. In the 2019-20 financial year all the migration of financial systems to one central TechOne system was completed. Remediation Project to be scoped in second half-year for 2020-2021 year.
5.3.3.3 Embrace technology that increases efficiencies and effectiveness	5.3.3.3.1 Implement Technology One remediation project to optimise advantages of the system	25%	Strategy developed with remediation program to be implemented 2021-22.
	5.3.3.3.3 Apply new technologies to increase efficiency in Council	50%	Implementation of virtual private network including implementation of Microsoft Teams.
5.3.3.4 Implement enterprise risk management processes	5.3.3.4.1 Develop and Implement a Risk Management Framework	50%	Prepared draft Risk Management Methodology and Framework.
	5.3.3.4.2 Facilitate the practice of risk management for improved decision-making	25%	Framework still to be rolled out throughout the organisation.

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	5.3.3.4.4 Support the Audit Risk Improvement Committee (ARIC)	100%	ARIC held 2 quarterly meetings. These meetings were attended by the Mayor, General Manager and Director Corporate.
	5.3.3.4.5 Coordinate internal audit activities and implementation of recommendations	100%	Council's internal audit program is currently not resourced with an internal audit function. Director Corporate currently reviewing.
	5.3.3.4.6 Participate in Statewide (Insurance) program initiatives	50%	Participation limited to self audit programs and review of Business Continuity Plan due to COVID-19 pandemic in second half of year.
	5.3.4 Provide a positive, safe and supportive working environment for employees		
5.3.4.1 Develop and improve organisational culture & leadership through learning, development and career progression opportunities	5.3.4.1.4 Promote and maintain coaching and mentoring programs across the organisation to support leadership growth	100%	Annual performance reviews and training plans completed. Leadership program 'Hilltops High Performance' implemented.
	5.3.4.1.5 Undertake ongoing corporate and WHS education of the workforce	100%	Weekly WHS column published in the staff newsletter. WHS information distributed regularly via email and posters displayed. Training conducted regularly eg Fire Warden training.
5.3.4.2 Build workplace capacity	5.3.4.2.2 Develop and adopt a diversity and inclusion strategy that encompasses gender, ethnicity, nationality, race, disability & age	0%	Not yet commenced.
5.3.4.3 Align the workforce with corporate goals and objectives	5.3.4.3.1 Develop relevant strategies to support the workforce plan	0%	Not yet commenced.
5.3.4.5 Develop a strategy for ongoing succession planning	5.3.4.5.1 Identify current skills gaps and hard to attract appointments and implement recruitment strategies to attract and retain skilled staff	100%	Seven Consultative Committee meetings were conducted. Regular information on HR matters provided at toolbox meetings.

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5.3.4.6 Increased accessibility of human resources information across Council	5.3.4.6.2 Provide consultancy services and support on performance management, organisational change and improvement initiatives	100%	Councils HR and training data base created and available.
5.3.4.8 Ensure compliance with WHS Legislation	5.3.4.8.1 Undertake State Cover's annual WHS audit	100%	StateCover WHS audit completed. Hilltops Council has commenced addressing issues raised from StateCover WHS audit.
5.3.4.9 Senior Management commitment to effective consultation and communication	5.3.4.9.1 Maintain and support WHS representative committee	100%	HR in conjunction with the WHS Officer have ensured training has been supplied to all current WHS committee members and will, when required, update training & respond to any training requests put forward to HR by the WHS Officer.
5.3.4.10 Maintain commitment to injury management and recover at work system	5.3.4.10.1 Review and maintain WHS injury management and Recover at Work programs	100%	Ongoing
5.3.4.11 Build & maintain a safety culture within Council	5.3.4.11.1 Ensure staff are aware of risk management process requirements of individual roles	100%	Compliance training provided to all staff in accordance with the requirements of their roles and responsibilities. During the 6 month period there were 75 attendees who received WHS compliance training. On induction all new staff are provided with the Local Government Work Health and Safety Induction Handbook and are required to complete the WHS assessment tool contained within the handbook on the first day of employment.
5.3.4.12 Promote health & wellbeing throughout the Council	5.3.4.12.1 Implement, review and maintain Council's Health & Wellbeing strategy	100%	Mental Health Awareness training conducted for managers and mental health champions. Mental Health First Aid for champions conducted. Wellbeing survey undertaken.
	5.3.5 Work with Council committees and representative groups to ensure that Council is receiving sound advice		

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	5.3.5.1.1 Promote opportunities to join existing or new Council committees	100%	Opportunities to join Council Committees and working groups are promoted to the community via print, website and social media.
	5.3.5.1.2 Promote & attend community group meetings as required	100%	Community group meetings are promoted via print and social media. Promotion of methods for community groups to notify Council of upcoming meetings/ events so Council can use appropriate channels to promote to the event. Staff attend community meetings and provide administrative support as required.





OBTAINING ADDITIONAL COPIES

If you require a hard copy of this report it can be downloaded and printed from Councils' website www.hilltops.nsw.gov.au



