

Delivery Program

Year 2

2026/27 Operational Plan

Our commitment to advancing the
Hilltops Community Strategic Plan 2042



Acknowledgement of country

Hilltops Council acknowledges the Wiradjuri people as the Traditional Custodians of the land and waterways of the Hilltops region. We pay respect to Elders past, present and emerging, and acknowledge the knowledge embedded forever within the Aboriginal Custodianship of Country.



Contact us

Please contact Council with any enquiries regarding the Delivery Program and Operational Plan:

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Message from the Mayor and Acting General Manager

We are pleased to present the Hilltops Council Delivery Program 2025-2029 (year 2) and Operational Plan 2026/27.

This document outlines the principal activities and annual tasks Council will take to progress towards realising the aspirations set by the community in the Hilltops Community Strategic Plan 2042.

The Delivery Program translates our community's vision for the future into actionable steps over the next four years, complemented by a detailed one-year Operational Plan. These documents reinforce our dedication to progress, and also ensure transparency and accountability in all operations.

The Delivery Program establishes clear responsibilities and performance measures across five key themes:

- Community
- Economy
- Environment
- Infrastructure
- Leadership.

The Delivery Program and Operational Plan align Council's direction with the strategic priorities of our community and outline our commitment for the current term of Council.

The Operational Plan details specific projects and tasks slated for delivery in the upcoming year and connects actions with budgetary and resource allocations to maximise efficiency.

This integrated approach adheres to the Local Government Integrated Planning and Reporting (IPR) Framework, ensuring that every initiative we undertake contributes directly to the wellbeing and advancement of our community.

Together, we anticipate achieving significant progress and fostering a vibrant future for all residents of Hilltops.



Contents

Community vision 2042	1
Understanding our region	2
Our Hilltops	3
Our Councillors 2024-2028	6
Our Council	7
Bringing the vision to life	9
Hilltops – it's up to all of us	10
Council's role	10
Our partners and influences	10
Delivery Program and Operational Plan	11
How to read the Delivery Program and Operational Plan	11
Community	12
Economy	15
Environment	18
Infrastructure	22
Leadership	27
Major projects	34
Advocacy highlights	35
Business improvement	38
Annual task highlights	39
Resourcing	40
Four-year capital works projections	40
Service levels	41
Service reviews	41
Abbreviations	42

Community vision 2042

"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. We have strong connections, making the Hilltops region a vibrant place to live, work, play and invest."

Our themes

Community

Our community enjoys a country lifestyle, connected relationships, and an exceptional quality of life.

Economy

Our economy is a stable and growing agricultural region, driven by a strong culture of innovation and opportunity.

Environment

Our environment is protected, managed, and enhanced to ensure resilient custodianship for future generations.

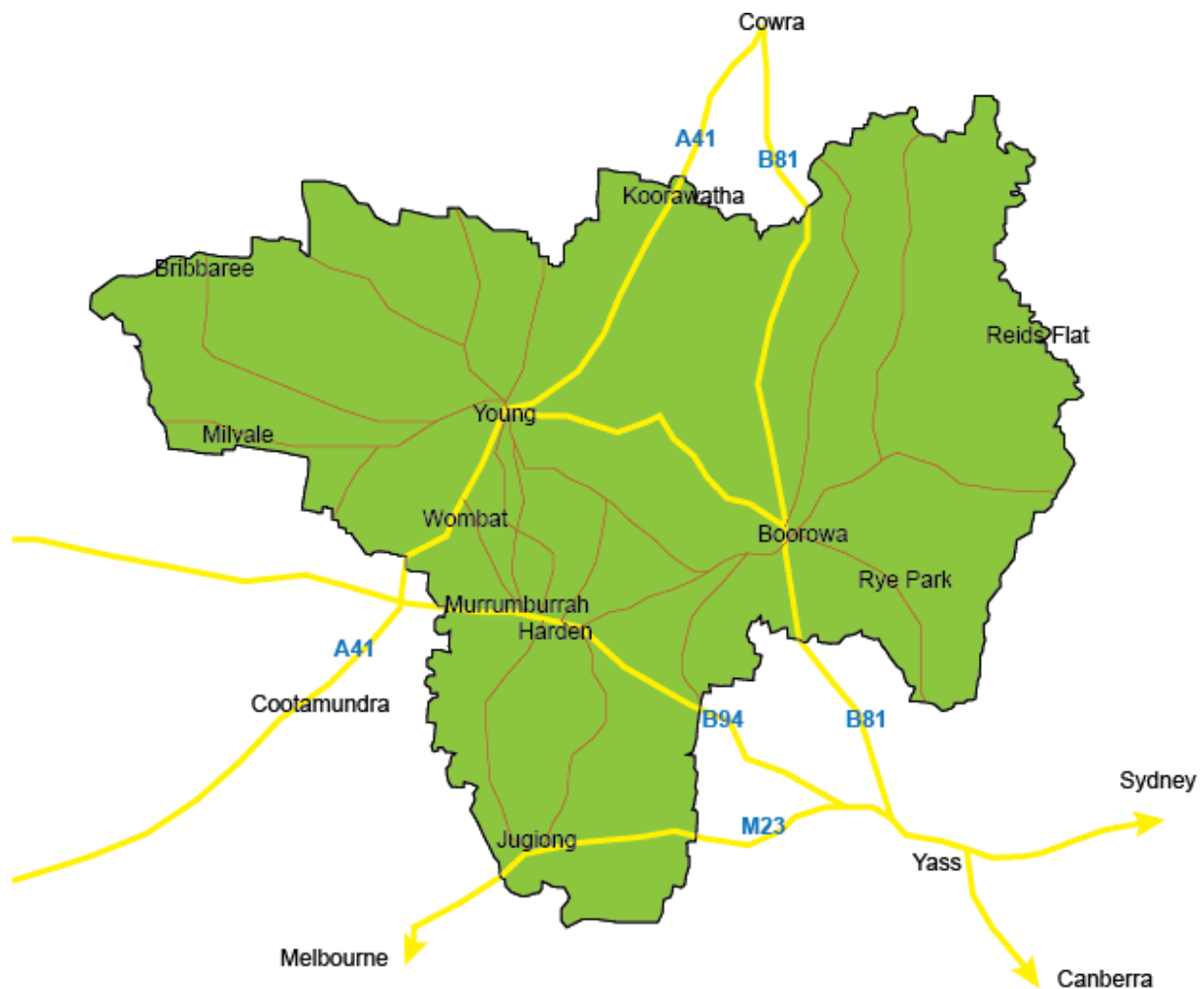
Infrastructure

Our infrastructure is reliable and helps us to live well, move around with ease, and connect with each other.

Leadership

Our leadership is ethical, responsible, and engages our community in decision making to achieve collective aspirations.

Understanding our region



Overview

The Hilltops region is situated 4 hours from Sydney and 90 minutes from Canberra. The Hilltops region is predominantly rural, with the population based mainly in the townships of Boorowa, Harden-Murrumburrah and Young.

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

Hilltops is a resource-rich agricultural region with a diverse economy and a strong rural base that offers a relaxed, country lifestyle with all the benefits and diversity of regional centres. Rural land is used mainly for sheep and cattle grazing, grain growing and orcharding (particularly cherries), with viticulture and limestone mining also being important industries. Hilltops supports its community's strong, unique and sustainable ventures through a variety of tourism, seasonal, cultural and innovative industries.

Our Hilltops

Key statistics

Total population (2025)

19,347

Population forecast (by 2036)

20,957

954 SEIFA index*

Median age	45 years
Median weekly household income	\$ 1,128
Median mortgage repayment	\$279 per week
Median rent	\$250 per week
Number of businesses	2,360

*Socio-Economic indexes for Areas (SEIFA) measures and ranks Australian areas based on socio-economic advantage and disadvantage, including access to resources and participation in society.

Top industries of employment

- 1 Agriculture, Forestry and Fishing
- 2 Health Care and Social Assistance
- 3 Retail Trade
- 4 Construction
- 5 Education and Training



Our Strengths	Our Challenges
• Beautiful natural environment and relaxed country lifestyle	• Rising cost of living
• Proximity to Canberra, Wagga and Sydney	• Limited housing supply, diversity, and affordability
• Warm climate with reliable irrigation access	• Gaps in medical and mental health services and support networks
• Relaxed, safe, and family-friendly lifestyle	• Infrastructure needs, water, roads and footpaths
• Rich culture and strong community spirit	• Retaining and supporting young people
• Close-knit social fabric	• Limited digital connectivity and digital literacy
• Vibrant arts, culture, heritage and events scene	• Shortage of skilled workers and an ageing population
• Plentiful outdoor recreation and leisure opportunities	



If Hilltops consisted of 100 people, there would be:

5

Aboriginal and Torres Strait Islanders

8

born overseas

5

speaking languages other than English at home



25

with an individual income less than \$400 per week

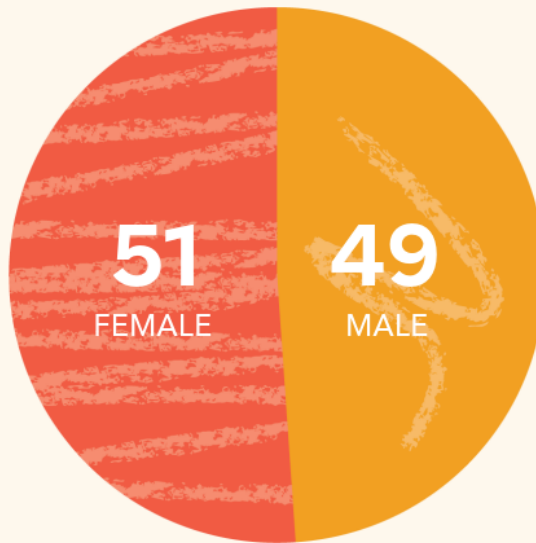


42

that completed higher education

55

that did not complete year 12



25: 0 – 19 years 44: 20 – 59 years
31: 60+ years



33

living by themselves

67

living in families



3

unemployed and looking for work

18

who volunteer

32

working part time

57

working full time



14

care for someone with a disability

7

have a disability



70

who own, or pay a mortgage on a house

23

who rent



71

who drove to work

5

who walked to work

Our Councillors 2024-2028

Elected representatives are responsible for advocating and representing the interests of residents, property owners and businesses in Hilltops Council area.

Mayor



Cr. Brian Ingram

Deputy Mayor



Cr. Tony Flanery



Cr. James Blackwell



Cr. Jake Davis



Cr. Mary Dodd



Cr. Fiona Douglas



Cr. Alison Foreman



Cr. Michelle Gallo



Cr. Neil Langford



Cr. Joanne Mackay



Cr. Matthew Stadtmiller

Our Council

Hilltops Council provides leadership, governance and essential services to support the wellbeing, growth and sustainability of the community.

What does Council do?

Council delivers a wide range of services and infrastructure that support daily life across the region. This includes local roads and footpaths, public works, recreation and leisure facilities, parks and public spaces, planning and development, waste and recycling, water supply and sewerage, public and environmental health, animal care and registrations, libraries, business support, and cultural and community programs.

Governance and decision-making

Council meetings are held monthly and are open to the public, with recordings available on Council's website. Councillors and senior staff work together to plan, deliver and monitor key strategic documents, including the Delivery Program and Operational Plan.

Our Executive

Acting General Manager – Sarah Karaitiana

Director Planning - Jaime Dyhrberg

Acting Director Corporate and Community – Gerard Dunn

Director Infrastructure - Duncan McGregor





Service provided by Council



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.



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.



Destination and Economy

We contribute to the growth of our local economy through the support of small business, community and major events, destination marketing and capitalisation of the visitor economy.



Community Services

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



Recreation and Leisure

We manage our region's recreation areas including parks, sportsgrounds and open spaces, as well as aquatic facilities and a range of community buildings including neighborhood centres and town halls.



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.



Waste Management and Recycling

We manage the collection and disposal of 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.



Essential Services

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



Planning and Development

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



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 our growing community.



Roads and Transport

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

Bringing the vision to life

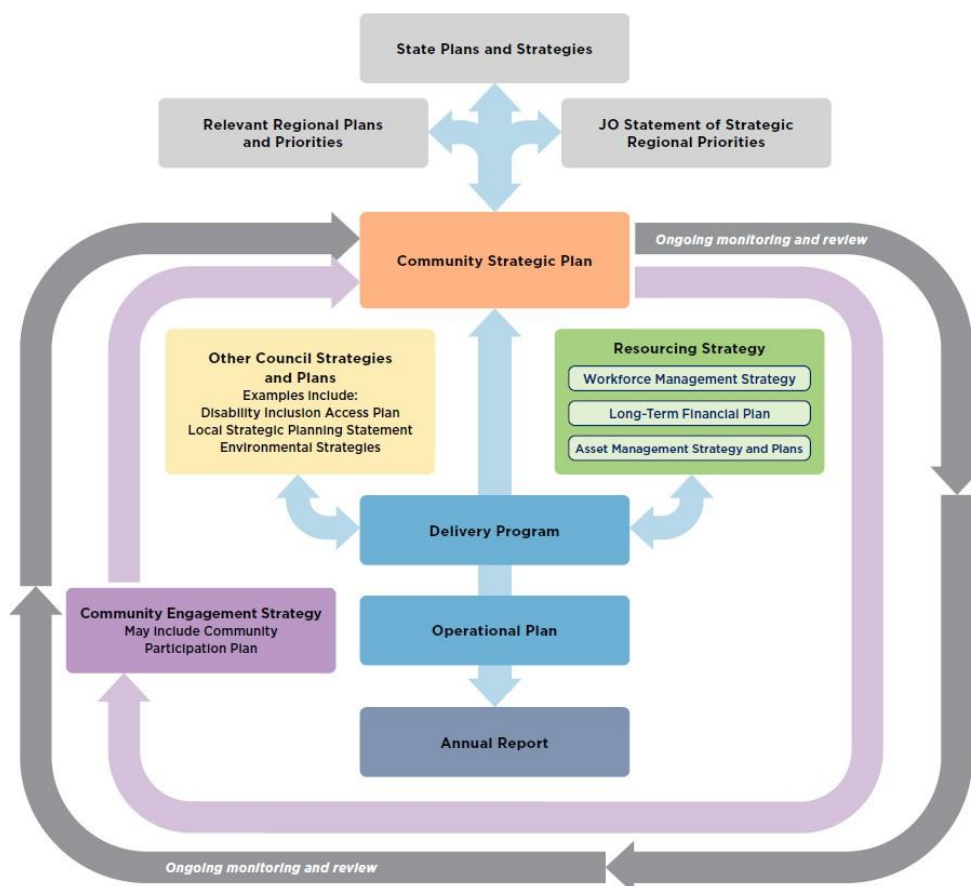
This Delivery Program and Operational Plan is Hilltops Council's commitment to our community. It outlines the principal activities and annual tasks that Council will undertake to advance the community's aspirations.

These aspirations come directly from the Hilltops Community Strategic Plan 2042 (CSP), reflecting our community's vision for the future. This document identifies how Council will break down the vision into clear, achievable steps through a four-year Delivery Program and a one-year Operational Plan.

The Delivery Program outlines the principal activities Council will undertake during the current Council term to progress the CSP strategies, enhance our organisation, and remain accountable. The Operational Plan provides detailed annual tasks, specific projects and associated resources.

This combined document aligns with Council's Integrated Planning and Reporting (IPR) Framework, and:

- identifies the community's long-term strategic directions
- details Council's commitment for the current term of council
- lists specific projects and tasks to be delivered in 2026–2027
- links actions with budget and resource allocations
- establishes responsibilities and performance measures.



Hilltops – it's up to all of us

We all have a part to play in achieving the Hilltops region we want in the future. We influence what Hilltops is and will be through the decisions we all make.

Realising the Hilltops community vision requires collaborative effort from many stakeholders. Our shared aspirations depend on strong partnerships, coordinated actions, and accountability across government, businesses, organisations, and community members.

Council's role

Hilltops Council recognises it cannot achieve this vision alone. This document clearly outlines Council's role in delivering each strategy, using the following terms.

Provide	Services, facilities, infrastructure, programs, planning and engagement.
Collaborate	Partner with the community, business and industry, other councils, and other tiers of government.
Advocate	Amplify the voice of our communities to get the best possible outcomes.
Monitor	Regularly meet with lead agencies and delivery partners to monitor the progress of the community's aspirations.

Our partners and influences

Global: Our local decisions align with global directions, including addressing challenges such as climate change and human rights.

Commonwealth Government: Influences community wellbeing through policies on aged care, digital connectivity, defense, energy policies, and economic growth.

NSW Government: Provides essential daily services such as education, healthcare, transport, policing, and regional development.

Regional: Collaborates to address shared challenges and opportunities like workforce attraction, tourism, planning, infrastructure, procurement, shared services, and disaster resilience.

Business: Provides vital services, employment opportunities, economic vitality, and manage key community needs previously delivered by government.

Community: Brings the vision to life through active participation, such as being great neighbours, volunteering, participating in community engagement, entrepreneurship, and caring for one another.

Delivery Program and Operational Plan

Council delivers this plan through staff, partnerships, contractors and regional collaboration.

Principal activities

The principal activities define the key strategic actions to be delivered over the four-year council term, aligning Council and its partners to achieve the community's long-term vision.

To advance these strategies, we will work with the Australian Government, NSW Government, business and industry, community members, community organisations, service providers, Traditional Owners and First Nations groups.

Council has identified principal activities to advance the community's vision over the next four years, and these are listed in the Operational Plan Activities tables on the following pages.

Monitoring and Review

Progress on the Delivery Program is reported every six months, meeting Section 404 of the Local Government Act 1993. Operational Plan actions and budgets are reviewed quarterly, aligning with Clause 203 of the Local Government (General) Regulation 2021, and summarised annually.

Council reviews the Delivery Program annually before developing the Operational Plan. Major changes require community consultation before adoption. Progress is further monitored through the Annual and End of Term Reports.

Community Engagement

The Delivery Program aligns directly with community priorities outlined in the Hilltops Community Strategic Plan. Community input in drafting and reviewing the Delivery Program is essential. The draft document is publicly exhibited for at least 28 days for community feedback prior to Council endorsement. Engagement details are available on Council's website, and at Council Administration buildings and libraries.

How to read the Delivery Program and Operational Plan

Set out by the Community Strategic Plan

How we will measure performance

Task -1 year

Desired outcome when complete

Responsible officer (see pg.44 for abbreviations used)

Operational plan activities				
Principal activities	Council's role	Resp. officer	Outcome	Measure
CO1.H1 Support volunteers, committees and community groups.				
Council staff attend committee/group meetings	Provide	DCC	Council staff are part of committee/group structure	Number of meetings attended. Number of staff involved
Promote and encourage opportunities to join committees	Provide	DCC	Opportunities are advertised. Community feels included	Number of EOI's requested and nominations received
Promote and support volunteer opportunities in the Hilltops region	Collaborate	DCC	Volunteer organisations assist in conducting volunteer drives.	Volunteer opportunities increase

Community

Objective - Our community enjoys a country lifestyle, connected relationships, and an exceptional quality of life.

- Our community is supported to live healthy and connected lives
- Value our historical significance and vibrant cultural traditions
- Enhance the safety of our communities.

Strategies	Council's 4-year principal activities
CO1: Increase the capacity and resilience of our people and community organisations.	CO1.H1 Support volunteers, committees and community groups. CO1.H2 Make Hilltops area an attractive place for people of all abilities and life stages.
CO2: Ensure all community members have equitable access to services, resources, and opportunities.	CO2.H3 Provide a public library service. CO2.H4 Advocate for improved childcare and aged care in our region.
CO3: Provide access to medical and health facilities and services.	CO3.H5 Advocate for improved health and medical services in the region.
CO4: Enhance our region's ability to nurture and encourage family life and social connections.	CO4.H1 Support volunteers, committees and community groups. CO4.H2 Make Hilltops area an attractive place for people of all abilities and life stages.
CO5: Encourage the development of facilities and services to assist our most vulnerable.	CO5.H1 Support volunteers, committees and community groups. CO5.H2 Make Hilltops area an attractive place for people of all abilities and life stages.
CO6: Support a resilient and vibrant events, arts and cultural sector across our region.	CO6.H6 Foster and host community events. CO6.H7 Encourage expression through arts and culture.
CO7: Support and nurture Aboriginal cultural heritage and values.	CO7.H8 Prepare and implement a Reconciliation Action Plan.
CO8: Protect and enhance our built, cultural and natural heritage.	CO8.H9 Celebrate and protect our history and heritage through the implementation of the Hilltops Heritage Strategy.
CO9: Enhance community safety within our neighborhood's, public spaces, and places.	CO9.H10 Deliver mandatory inspection and compliance programs. CO9.H11 Deliver community safety initiatives.
CO10: Reduce crime, anti-social behaviour and improve community safety.	CO10.H12 Monitor improvements to crime reduction and community safety.

Operational plan activities

Principal activities	Council's role	Resp. officer	Outcome	Measure
CO1.H1 Support volunteers, committees and community groups				
Council staff attend committee/group meetings	Provide	DCC	Council staff are part of committee/group structure	Number of meetings attended Number of staff involved
Promote and encourage opportunities to join committees	Provide	DCC	Opportunities are advertised. Community feels included	Number of EOI's requested and nominations received
Promote and support volunteer opportunities in the Hilltops region	Collaborate	DCC	Volunteer organisations assist in conducting volunteer drives.	Volunteer opportunities increase
CO1.H2 Make the region an attractive place for people of all abilities and life stages				
Hilltops Youth Action Group is encouraged and supported	Provide	GMBE	The Hilltops Youth Action Group is engaged, productive and enthusiastic	An annual youth program is delivered and well attended
Implement Council's Disability Inclusion Action Plan (DIAP)	Provide	GMCS	Our community is inclusive. Steps are taken to continuously improve accessibility	DIAP is developed and measures implemented
CO2.H3 Provide a public library service				
Provide lending collections, reference, information and online services	Provide	GMBE	Community is provided with access to current relevant resources for the purpose of information and enjoyment	Number of items in collection Lending statistics Number of members
Provide access to information via a range of technologies and formats, including offering free education sessions on the latest technologies available to the community	Provide	GMBE	Community members are provided opportunities to keep up to date with technological changes	Number of information technology education programs delivered
Deliver programs and events through the libraries	Provide	GMBE	Our libraries provide a broad spectrum of education and engagement opportunities	Number of events and attendance
CO6.H6 Foster and host community events				
Implement and monitor the Meetings Incentives Conference and Events Guide to promote the region as a place to host events and conferences	Provide Collaborate	GMBE	Increased business tourism by establishing Hilltops as a recognised regional destination for meetings, conferences, and events, and off-peak visitation.	Number of conferences and events attracted to the region Attendances at events
Support event organisers in delivering a range of new and established events, particularly those that encourage overnight visitation	Collaborate	GMBE	Enhance the visitor economy through a diverse calendar of quality events that increase visitor numbers, length of stay, and expenditure in the region while building Hilltops' reputation as a vibrant event destination	Number of events supported (both new and established) Attendance of established events maintained or increased
CO6.H7 Encourage expression through arts and culture				
Promote creative arts activities and industries in the Hilltops region	Provide	GMBE	Work with local communities, businesses and government agencies to enhance cultural heritage. Support social events, healthy lifestyles, and art activities to enhance Hilltop's livability and lifestyle	Number of activities held Attendances at events Maintain membership of Southern Tablelands Arts

Principal activities	Council's role	Resp. officer	Outcome	Measure
CO7.H8 Prepare and implement a Reconciliation Action Plan				
Promote NAIDOC week activities	Collaborate	GMCS	NAIDOC Week activities widely promoted and well attended	NAIDOC week activities promoted on Council website and social media pages
Prepare and implement a Reconciliation Action Plan (RAP)	Provide	GMCS	A fully consulted and supported Reconciliation Action Plan has been adopted	Aboriginal Liaison Committee fully established Consultation with key stakeholders completed Draft RAP adopted by Council
CO8.H9 Celebrate and protect our history and heritage through the implementation of the Hilltops Heritage Strategy				
Conduct the Local Heritage Places Grant program in collaboration with the State Government	Collaborate	DP	Owners are supported in their preservation or adaptive use of heritage buildings	Annual awarding and distribution of Local Heritage Grants
Coordinate the Heritage Advisory Service	Provide	DP	Heritage matters are considered in the assessment of development applications	Number of property owners with heritage items that receive heritage advice
CO9.H10 Deliver mandatory inspection and compliance programs				
Undertake development compliance investigations	Provide	MDE	Development compliance matters are investigated and satisfactorily resolved	Number of development compliance investigations Number of advices issued Number of enforcement matters completed Number of Notices, Orders, Penalty Notices and prosecutions completed
Undertake food and water inspection programs	Provide	MDE	Our communities receive safe drinking water and food supplies	Number of annual food premises inspections Number of water quality tests completed
Contribute to State Government public health initiatives	Provide	MDE	Our communities receive safe beauty and skin penetration services.	Completion of annual health and skin premises inspections.
Undertake the Public Pool Water Quality Inspection Program	Provide	MDE	Our public pools are safe to swim in	Completion of public pool water quality inspection programs
CO9.H11 Deliver community safety initiatives				
Update and expand Hilltops CCTV in public places program	Provide	DI	The community feel safe and police are supported via footage of public places. Reduced crime	Number of sites monitored. Policy actions and reviews undertaken

Economy

Objective - Our economy is a stable and growing agricultural region, driven by a strong culture of innovation and opportunity.

- Promote economic stability by supporting businesses and diversifying industries
- Our key industries are resilient and strong
- Quality learning and employment opportunities for our people.

Strategies	Council's 4-year principal activities
EC1. Support businesses to be resilient and succeed in a competitive market.	EC1.H13 Implement the Hilltops Economic Growth Strategy and Economic Action Plan. EC1.H14 Advocate on matters important to our broad agricultural industry.
EC2. Attract new business and industry to diversify the local economy and ensure long-term resilience.	EC2.H13 Implement the Hilltops Economic Growth Strategy and Economic Action Plan. EC2.H14 Advocate on matters important to our broad agricultural industry.
EC3. Identify and promote regional economic opportunities to create a robust, interconnected economy.	EC3.H13 Implement the Hilltops Economic Growth Strategy and Economic Action Plan. EC3.H14 Advocate on matters important to our broad agricultural industry.
EC4. Maximise tourism opportunities and create a welcoming environment for investment by promoting the region as a great place to live, work, invest and visit.	EC4.H15 Promote Hilltops as a preferred region to live, work and invest.
EC5. Providing leadership on economic development and tourism initiatives in the region.	EC5.H13 Implement the Hilltops Economic Growth Strategy and Economic Action Plan. EC5.H14 Advocate on matters important to our broad agricultural industry. EC5.H15 Promote Hilltops as a preferred region to live, work and invest.
EC6. Deliver clear education, training and learning opportunities that meet skills gaps in our key industry sectors.	EC6.H16 Work with education providers to improve quality education pathways.
EC7. Provide employment pathways for young people.	EC7.H16 Work with education providers to improve quality education pathways.

Operational plan activities

Principal activities	Council's role	Resp. officer	Outcome	Measure
EC2.H13 Implement the Hilltops Economic Growth Strategy and Economic Action Plan.				
Collaborate with chambers of commerce and local businesses to stimulate the local economy	Collaborate	GMBE	Enhanced regional economic opportunities creating a robust, interconnected economy	Number of collaborative initiatives Growth in registered businesses Economic indicators from Id.Profile Hilltops Economic Profile
Regularly meet with chambers of commerce to discuss issues faced by the Hilltops business community	Collaborate	GM GMBE	Stronger partnerships with the business community	Number of meetings held Issues successfully addressed Chamber feedback
Co-ordinate meetings between the Mayor, General Manager and major employers from across the region as required	Collaborate	GM	Increased business innovation opportunities supporting future growth and development	Number of meetings held Follow-up actions completed Business industry metrics from Id.Profile Hilltops Economic Profile
Work with State and Federal Government, industry groups and local business to identify incentives to attract and retain professionals to the region	Collaborate	GMBE	Successful advocacy on key agricultural issues and increased value & productivity in the agricultural sector Attract new businesses and investment and raise the profile of local businesses and entrepreneurs	Jobs and Skills Australia – Small Area Labour Market Statistics Id.Profile Hilltops Economic Profile
Work with partners to identify positions of employment and apprenticeships available to fill gaps in local industry	Collaborate	GMBE	Increased job creation across industry sectors. Offer programs and resources to help existing businesses expand, diversify and innovate	Jobs and Skills Australia – Small Area Labour Market Statistics. Id.Profile Hilltops Economic Profile Number of forums hosted to connect partners in business, education and employment
EC4.H15 Promote Hilltops as a preferred region to live, work and invest				
Support the provision of visitor information throughout Hilltops	Provide Collaborate	GMBE	Enhanced visitor experience and information accessibility	Visitation to VICs Information distribution metrics Digital channel engagement and stats
Provide new resident welcome packs and events	Provide Collaborate	GMBE	New residents feel welcome and engaged	The number of new residents welcome packs created and downloaded Number of new resident events held
Improve signage to ensure a consistent approach is adopted across the region	Provide	GMBE	Strengthened regional identity and visitor wayfinding	New signs and information signs renewed via the Signage Strategy Visitor navigation feedback
Facilitate a strong alignment between local businesses to maximise tourism opportunities (agritourism, sports, education, etc)	Collaborate	GMBE	Coordinated tourism events enhancing visitor experience across the region	Number of collaborative tourism initiatives Number of tourism businesses participating

Principal activities	Council's role	Resp. officer	Outcome	Measure
Collaborate with regional organisations and surrounding councils to identify business and tourism development opportunities in the region	Collaborate	GMBE	Strategic regional partnerships with LGAs and tourism organisations enhance the tourism of the region	Number of regional collaborative projects Regional visitor statistics
Support the diversification of tourism activities and attractions	Collaborate	GMBE	A broader range of tourism experiences increases visitor stays	Tourism Research Australia – LGA visitor profiles
Investigate opportunities to enhance Council's caravan park operations, including the potential for further development	Provide	GMBE	Improved visitor accommodation supporting tourism growth	Caravan park occupancy rates Revenue growth
Regularly undertake an Accommodation Analysis and Demand Study	Provide	GMBE	Evidence-based accommodation planning and development	Tourism Research Australia ATDW & VIC statistics
Capitalise on visitor and freight opportunities including those generated by Canberra International Airport and Inland Rail	Collaborate	GMBE	Enhanced connectivity supporting tourism and economic growth	ABS Counts of Australian Businesses Profile Hilltops Economic Profile
Work with local and external industry to support attraction and development of iconic tourism products	Collaborate	GMBE	Distinctive tourism experiences enhancing destination appeal	Tourism Research Australia statistics
Develop and promote the Hilltops Region with key partners and visitor markets	Collaborate	GMBE	Compelling regional brand identity supporting visitor growth	Tourism Research Australia – LGA Visitor Profiles VIC statistics Collaborative initiatives
Encourage agritourism across the Hilltops region	Collaborate	GMBE	Agricultural diversification enhances visitor experiences	ATDW number of agritourism operators Agritourism revenue growth

Environment

Objective - Our environment is protected, managed, and enhanced to ensure custodianship for future generations.

Protect and maintain the integrity of our natural environment

- Respond to our changing environment
- Minimise the environmental impact of growth and development.

Strategies	Council's 4-year principal activities
EN1. Protect and enhance our biodiversity and natural environment in balance with other considerations.	EN1.H17. Monitor local biodiversity protection. EN1.H18. Provide companion animal and ranger services.
EN2. Improve environmental stewardship through awareness, education, and hands-on opportunities.	EN2.H17. Monitor local biodiversity protection. EN2.H18. Provide companion animal and ranger services. EN2.H19. Manage our urban trees and weeds. EN2.H20. Protect and improve water catchments across the region.
EN3. Effectively manage weeds and waterways.	EN3.H19. Manage our urban trees and weeds. EN3.H20. Protect and improve water catchments across the region.
EN4. Encourage environmentally sustainable farming practices.	EN4.H17. Monitor local biodiversity protection. EN4.H20. Protect and improve water catchments across the region.
EN5. Adapt to the impact of climate change.	EN5.H21. Collaborate to ensure effective emergency response and preparedness.
EN6. Improve resilience to shocks and natural disasters.	EN6.H21. Collaborate to ensure effective emergency response and preparedness.
EN7. Maximise renewable and affordable energy resources.	EN7.H21. Collaborate to ensure effective emergency response and preparedness.
EN8. Plan future growth to preserve local character and ensure sustainable and thoughtful development.	EN8.H22. Champion good land use, urban design and strategic planning. EN8.H24. Advance suitable housing availability through planning and advocacy.
EN9. New developments are assessed fairly, with a focus on community needs and sustainability.	EN9.H23. Deliver appropriate and consistent development and building outcomes.
EN10. Enable diverse, sustainable and affordable housing options.	EN10.H24. Advance suitable housing availability through planning and advocacy.

Operational plan activities

Principal activities	Council's role	Resp. officer	Outcome	Measure
EN1.H18. Provide companion animal and ranger services				
Provide companion animal management services in relation to the Companion Animals Act and related regulations, statutes and Council policies	Provide	MDE	Owners are supported in their responsibilities to care for companion animals	Number of dogs and cats impounded Number of dog attacks investigated Number of Companion Animals Advisory Committee meetings
Provide compliance support in matters of law enforcement and relating to parking infringements, derelict vehicles/articles and illegal use of Council property and assets	Provide	MDE	There is turnover in town centre parking spaces to encourage convenient access to shops and amenities	Number of parking infringements issued
EN3.H19. Manage our urban trees and weeds				
Implement the Hilltops Local Weed Management Strategy and Seasonal Implementation Plan	Provide	DP	Priority weeds in Hilltops are identified and managed	Four quarterly Seasonal Weeds Implementation Plans each year
Support partners to seek funding to study the impacts of and manage invasive species	Collaborate	DP	The Council embraces innovative approaches to manage invasive species	Number of successful funding applications
EN6.H21. Collaborate to ensure effective emergency response and preparedness				
Coordinate the Local Emergency Management Committee and associated projects	Provide	GM	Emergency management committee is operated and managed professionally	LEMO and deputy provided by Council Committee meets periodically Local emergencies managed as required
Collaborate with peer Councils, the State Government and the CRJO in the establishment of quality, reliable and regularly updated local climate data collection and dissemination	Collaborate	GM	Council has relevant and up to date local climate data	Hilltops participate in collaboration opportunities with CRJO Councils, and government agencies as they present
Planning and responding to natural and man-made disasters	Provide Collaborate	GM	Hilltops is prepared for disaster events and recovery	Active participation in Local Emergency Management Committee. Participation in relevant strategic initiatives with CRJO and government agencies. Front line disaster recovery response
Collaborate with the State Government in the development and use of the latest mapping, data, and standards relating to heat, flood, drought and bushfire adaptation	Collaborate	GM	Council is involved in mapping to ensure relevant data is available	Mapping data and standards relating to heat, flood, drought and bushfire is up to date and relevant

Principal activities	Council's role	Resp. officer	Outcome	Measure
EN8.H22. Champion good land use, urban design and strategic planning				
Deliver an Enduring Village Planning Program	Collaborate	MDE	Villages have an agreed set of initiatives for their future growth	Number of village plans adopted
Regularly review and update land use and infrastructure plans and programs based on latest data and projections	Provide	DP DI	Plans remain up to date and fit for purpose to guide Council policies	Plans are reviewed.
Regular review of and reporting on land use plans, guidelines and strategies including the LSPS, LEP and DCP	Monitor	MDE	The LSPS, LEP, and DCP are up to date and fit for purpose	Number of initiatives to review or update LSPS, LEP, or DCP
EN9.H23. Deliver appropriate and consistent development and building outcomes				
Participate in builder and developer forums	Collaborate	DP	Builders and developers have up to date information about planning and development matters	Number of builder and developer forums.
Provide pre-lodgement development application advice and assistance	Collaborate	DP	Applicants receive quality planning advice ahead of submitting in the NSW Planning Portal	Number of pre-lodgement development application advice and assistance
Regularly report on development activity and performance	Monitor	MDE	Development activity is reported in a timely and useful manner	Monthly DA statistics reporting to Council Daily, monthly and quarterly reporting to the Department of Planning, Housing and Infrastructure via the NSW Planning Portal
Progress the combined Hilltops Contributions Plan	Provide	DP	There is a fair and transparent mechanism for new development to pay their share of future infrastructure provision	Adoption of the combined Hilltops Contributions Plan
Progress the combined Hilltops Development Control Plan	Provide	DP	The Development Control Plan provides fit for purpose local planning controls	Adoption of the combined Hilltops Development Control Plan

Principal activities	Council's role	Resp. officer	Outcome	Measure
Undertake Fire Safety Audits and enforce safety compliance of high-risk buildings to increase public safety	Provide	MDE	Buildings that the public can access are safe	Progress Fire Safety Audits inspection program
IT strategies and process improvements for development assessment including integration of the Planning Portal and customer queries	Provide	MDE	There is continuous improvement in the automation of workflow	Number of refinements or improvements, or implementation of updates with API and CRM
Assess and determine Development Applications in accordance with suggested state timeframes and deadlines	Provide	MDE	Development Applications are assessed and determined in a timely manner	Number of Development Applications determined in accordance with Ministerial Statement of Expectations Order 2024
Assess and determine Construction Certificates in accordance with suggested state timeframes and deadlines	Provide	MDE	Construction Certificates are assessed and determined in a timely manner	Number of Construction Certificates issued in accordance with Part 3 of the <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i>
Assess and determine Complying Development Certificate applications in accordance with suggested state timeframes and deadlines	Provide	MDE	Complying Development Certificates are assessed and determined in a timely manner	Number of Complying Development Certificates issued in accordance with Part 6 Division 2 of the <i>Environmental Planning and Assessment Regulation 2021</i>
Develop fact sheets for development activities in the Hilltops for the benefit of the community	Provide	MDE	People contemplating development have easy access to relevant foundational information	Number of fact sheets and marketing collateral for development activities in the Hilltops
Maintain pre-lodgement services meetings	Provide	MDE	Applicants receive early helpful advice prior to lodging on the NSW Planning Portal	Number of pre-lodgement services meetings
Provide certification inspection services	Provide	MDE	The appropriate certificates are issued	Number of certification inspection services
Maintain the Private Swimming Pools Register and Inspection Program	Monitor Provide	MDE	Swimming pool owners are supported in meeting their safety obligations	There is an up-to-date private swimming pools register Number of private swimming pool inspections
Review and update Development Servicing Plans for Hilltops	Provide	DI DP	Council collects appropriate charges for new developments accessing sewer, stormwater and water infrastructure that fully cover the cost to Council of related upgrades	Adoption of Hilltops Development Servicing Plans for sewer, stormwater and water
Regular internal meetings with all relevant parts of Council in relation to standards, expectations and advice on land use and infrastructure planning and management	Provide	DP DI	The Council is focused on the final outcome for the customer and ensures the approval steps along the way are coordinated and straightforward	Number of internal meetings with relevant parts of Council in relation to standards, expectations and advice on land use and infrastructure planning and management
Regular discussions with peer councils, industry groups, the community and the State Government on new and emerging land use planning and management policies and regulations	Collaborate	DP	The Council communicates clearly and effectively to build relationships and trust with its partners and stakeholders	Number of industry group meetings attended
Continued collaboration between land use and infrastructure planners, managers and assessors on the development of plans and strategies for use on the assessment of Development Applications	Collaborate	DP DI	The Council is focused on the final outcome for the applicant and ensures the approval steps along the way are coordinated and straightforward	Number of DA 'clearing house' meetings

Infrastructure

Objective - Our infrastructure is reliable and helps us to live well, move around with ease, and connect with each other.

- Our community is easy to get around
- Equitably deliver and maintain quality and efficient social infrastructure
- Provide and maintain reliable and efficient built infrastructure

Strategies	Council's 4-year principal activities
IN1. Provide road solutions to enhance safety and minimise congestion.	IN1.H25 Manage the road network.
IN2. Increase accessibility and walkability of our towns and villages.	IN2.H26 Provide a safe and accessible pedestrian network.
IN3. Public and community transport gets people where they need to go.	IN3.H27 Monitor public and community transport improvements.
IN4. Offer high-quality sports and recreation facilities that promote active lifestyles and inclusive participation for all age groups.	IN4.H28 Provide well-maintained community facilities.
IN5. Ensure community facilities are ongoing cultural, recreational and learning centres for the community.	IN5.H28 Provide well-maintained community facilities.
IN6. Manage green spaces and reserves to enhance the community wellbeing.	IN6.H29 Manage crown land and open space.
IN7. Develop and sustain lively parks, gardens, and playgrounds that provide for relaxation, play, and social interaction.	IN7.H30 Provide and maintain a range of parks, gardens and amenities.
IN8. Ensure our town and village streetscapes are well-designed, welcoming, and practical.	IN8.H31 Enhance streetscapes to ensure they are attractive and welcoming.
IN9. Secure quality potable water supply to our towns and villages and increase emergency water access.	IN9.H32 Ensure quality water supply throughout our region.
IN10. Sustain sewerage wastewater quality to meet best practice.	IN10.H33 Provide an efficient sewerage service.
IN11. Maximise stormwater management aligned to best practice.	IN11.H34 Ensure suitable stormwater drainage throughout urban areas.
IN12. Effectively manage our waste streams to minimise landfill and promote reuse and recycling.	IN12.H35 Manage landfills, recycling and waste disposal.
IN13. Deliver reliable mobile telephone and high-speed internet services.	IN13.H36 Advocate for the best mobile telephone and internet coverage.

Operational plan activities

Principal activities	Council's role	Resp. officer	Outcome	Measure
IN1.H25 Maintain the road network				
Collaborate with the NSW Government to improve and sustain heavy vehicle access, including B-Double and A-Double routes, throughout the Hilltops region	Collaborate Provide	DI	Council provides road upgrades targeted at improving and sustaining heavy vehicle access in collaboration with the NSW Government	Length of road approved for restricted access vehicles in the Hilltops LGA
Provide traffic management planning and develop strategies to address traffic and parking management issues	Provide	DI	Traffic and parking issues are well managed both operationally and strategically	Reduce the number of preventable traffic incidents
Coordinate the Hilltops Local Transport Forum (LTF) and associated actions	Provide Collaborate	DI	Key traffic and parking decisions are made in collaboration with partners including NSW Police Force and TfNSW	LTF meetings held Matters decided following referral to LTF
Assess and control Works Within Road Reserves	Provide	MEA	Applications are determined within an appropriate time and in accordance with policy and technical standards	Processing times for applications for Works Within Road Reserves
Collaborate with the NSW Government to maintain the state road network to meet the needs of road users	Collaborate Provide	MO	High quality work is performed on state roads, and they are maintained to the appropriate standards	Positive feedback from TfNSW TfNSW maintains budget for Council to undertake road works on their behalf
Build, maintain and renew the local and regional road network	Provide	DI	Roads meet the community's core local and regional travel needs and condition improves over time	Customer requests relating to road conditions Overall road condition ratings
Implement projects adopted in the annual budget in relation to the sealed regional road network, sealed local road network, and the unsealed local road network.	Provide	MPC	Quality new road infrastructure is delivered and renewals provided to meet the community's core needs and improve overall road condition	Capital budget expenditure for roads Infrastructure backlog for roads
Undertake National Heavy Vehicle Regulator (NHVR) assessments for restricted access vehicle permits and road safety improvement audits	Provide	MEA	Road user safety is protected Audits and assessments are completed within an appropriate time and in accordance with legislation, policy and technical standards	Processing times for applications for restricted access vehicle permits Number of permit applications processed Number of road safety audits completed
Investigate road rationalisation and land acquisitions for projects	Provide	MPC MEA DCC	Road rationalisations are undertaken to provide for a more efficient use of Council's limited resources in maintaining and improving roads. Land acquisition allows for route optimisation where possible	Number of under-utilised road sections closed or rationalised Length of road optimised for safety and efficiency in new roads and renewals
Implement the Automated Access Assessment Program for restricted access vehicles	Collaborate	DI	Council implements automated assessment of restricted access vehicle permit applications on key freight routes with assistance from TfNSW	Information entered into the Automated Access Assessment Program system for Council's key freight routes

Principal activities	Council's role	Resp. officer	Outcome	Measure
IN2.H26 Provide a safe and accessible pedestrian network				
Implement the Active Transport Plan	Provide	DI	Priority projects in the Active Transport Plan are delivered within Council's budget	Length of shared path provided or renewed. Safety issues at road crossings addressed.
IN3.H27. Monitor public and community transport improvements				
Operate and maintain the Young Airport and Harden Aerodrome	Provide	DI	Council's airport and aerodrome are maintained to appropriate standards and statutory requirements	Days operational Number of inspections
IN5.H28. Provide well-maintained community facilities				
Provide, maintain and manage Council's cemeteries	Provide	DI	Cemeteries are maintained, managed and improved to provide long-term capacity to cater to the community's needs and expectations	Number of available burial plots Customer service requests
Collaborate with Village Progress Associations to continue to maintain village facilities	Collaborate Provide	DI DCC	Village facilities are maintained efficiently and without unnecessary duplication	Customer service requests Number of facilities maintained cooperatively by Council and Progress Associations
Build, renew, operate and maintain recreation and community facilities to ensure they are fit for purpose	Provide	DI DCC	Facilities are fit for purpose	Customer service requests Days operational
IN6.H29 Manage Crown land and open space				
Establish and sustain Plans of Management for public lands	Provide	DCC	Council owned and managed lands are covered by a plan of management where appropriate	Number of Plans of Management finalised
Work with relevant partners to undertake a fire mitigation program on Council controlled land	Collaborate Provide	DI	Mitigation activities undertaken to protect life and property in conformance to the South West Slopes Bushfire Risk Mitigation Plan.	Number of mitigation actions undertaken by Council. Financial value of work funded by the NSW Rural Fire Service.

Principal activities	Council's role	Resp. officer	Outcome	Measure
IN7.H30 Provide and maintain a range of parks, gardens and amenities				
Develop and implement an open spaces strategy to efficiently and effectively provide for a broad range of permanent and transient activities, accessibility and a mix of passive and active uses	Provide	DI	Efficiently and effectively provide for a broad range of permanent and transient activities, accessibility and a mix of passive and active uses	Strategy adopted Effective service standards included in strategy
Maintain facilities in line with asset management plans	Provide	DI	Facilities maintained in line with asset management plans	Capital and operational expenditure. Renewals completed Infrastructure backlog
Undertake management and maintenance of community parks and play spaces	Provide	MO	Parks and play spaces managed and maintained to an appropriate standard to meet community needs	Customer service requests Maintenance actions undertaken
IN8.H31 Enhance streetscapes to ensure they are attractive and welcoming.				
Prepare plans for the beautification of entry points to townships and villages	Provide Collaborate	DI	Plans developed for the beautification of entry points in consultation with the community and other key stakeholders such as TfNSW	Number of plans developed
Progress the Young CBD and Campbell Street revitalisation	Provide Collaborate	DI	Deliver upgraded and sympathetic street scapes in Young CBD and Campbell Street within the available budget in collaboration with TfNSW	Project delivery within budget
Review and implement a landscaping and pest bird management plan for the Harden CBD	Provide	DI	Improved pest bird and landscaping management in the Harden CBD	Customer service requests Maintenance actions undertaken
IN9.H32 Ensure quality water supply throughout our region.				
Investigate options to ensure water security and water quality across Hilltops	Provide	MWW	All customers have access to a reliable and safe water supply	Number of days with water restrictions Number of days of boil water alerts Service availability
Implement and review the Integrated Water Cycle Management Strategy	Provide	MWW	Council maintains an up-to-date strategy for water and sewerage services that conforms to industry standards	Strategy reviewed in 2026/2027
Implement Drinking Water Management System under Public Health Act	Provide	MWW	All customers have access to a safe drinking water supply	System fully implemented in 2026/2027 System reviewed by 2028/2029
Manage Council's water infrastructure	Provide	MWW	Water infrastructure is managed and maintained to maximise availability and reduce the infrastructure backlog	Non-revenue water volume Service availability Infrastructure backlog

Principal activities	Council's role	Resp. officer	Outcome	Measure
IN10.H33 Provide an efficient sewerage service				
Progress a sewerage strategy that addresses the growing needs of Jugiong	Provide	DI	A high-level concept design and costing is progressed for the Jugiong sewage treatment system to address environmental risks and the growing needs of the village	Design and costing provided to allow funding to be sought for the expected construction of the project by 2048
Monitor and Maintain Trade Waste Policy	Provide Monitor	MWW	Proper control and management of liquid waste discharged from businesses into the sewerage system, protecting public health, worker safety, the environment, and Council infrastructure	Number of trade waste approvals Number of inspections Trade waste income
Manage, operate and maintain Council's sewerage systems	Provide	MWW	Sewerage systems are managed, operated and maintained to maximise availability and minimise environmental and human health risks	Customer service requests Service availability Infrastructure backlog
Deliver the Onsite Sewerage Management System Inspection Program to ensure compliance	Provide	DP	Onsite sewerage systems are managed, operated and maintained to minimise environmental and human health risks	Customer service requests Number of inspections
IN11.H34 Ensure suitable stormwater drainage throughout urban areas				
Maintain and implement the Floodplain Risk Management Plans and Studies for Boorowa, Harden and Young	Deliver	DI	Appropriate capital and operational works are undertaken to mitigate flood impacts in Boorowa, Harden and Young	Capital and operational expenditure Renewals completed Infrastructure backlog
Manage, operate and maintain storm water pits and systems to ensure they are fit for purpose	Deliver	MO	Stormwater systems are managed, operated and maintained to maximise availability and minimise environmental and human health risks	Customer service requests Capital and operational expenditure Infrastructure backlog
IN12.H35 Manage landfills, recycling and waste disposal				
Manage waste management contracts for kerbside collection	Provide	MWW	Kerbside collection contracts efficiently provide a service that provides the community's core needs in waste management	Customer service requests Contract cost
Manage waste facilities in the Local Government Area	Provide	MWW	Waste facilities provide for the community's core needs in waste disposal. All Council landfills closed by 1 July 2026 and remediated by 1 July 2035	Customer service requests Number of landfills in operation Number of landfills remediated
Administer the South West Regional Waste Management Group	Provide	RWM DI GM	The Group provides member councils with an efficient and cost- effective landfill service for their communities	Group meetings held Volume of waste processed through Group facility Group income and expenditure
Collaborate with regional councils to improve their waste management practices	Collaborate	RWM	South West Regional Waste Management Group member councils are supported to reduce their waste to landfill and improve their waste operations more generally	Regional initiatives implemented Reduction in waste to landfill per person

Leadership

Objective - Our leadership is responsible and engages the community in decision making to achieve shared aspirations.

- A leading and responsive Council.
- An informed and engaged community.

Strategies	Council's 4-year principal activities
LE.1: Lead, govern, and regulate with integrity, fairness, transparency, and accountability.	LE1.H37 Support elected members. LE1.H38 Plan and report in line with Council's governance framework.
LE.2: Foster strong partnerships with industry organisations and government to advocate effectively for our communities.	LE2.H39 Actively participate in relevant regional bodies and committees LE2.H40 Support committees of Council.
LE.3: Ensure that the Council maintains responsible financial, employment and management practices.	LE3.H41 Manage finances and assets sustainably. LE3.H42 Identify, manage, and mitigate risks. LE3.H43 Improve organisational and workforce productivity.
LE.4: Ensure residents have timely access to relevant and accurate information on issues that impact them.	LE4.H44 Communicate in a timely, relevant and accurate manner.
LE.5: Empower our community to actively engage and shape the region's future.	LE5.H45 Deliver engagement as guided by the Community Engagement Strategy and Community Participation Plan.

Operational plan activities

Principal activities	Council's role	Resp. officer	Outcome	Measure
LE1.H37 Support elected members.				
Publish regular Mayoral and Councillor messages and communications	Provide	DCC	Mayoral and Councillor messages are well circulated and available to the community	Weekly Councillor Column published via newspaper, website and social media. Monthly Mayoral video update published
Facilitate and support civic functions	Provide	DCC	Civic functions held as scheduled	Civic events program delivered and supported including Australia Day, ANZAC Day and Citizenship Ceremonies
Facilitate opportunities for communities to meet with Councillors	Provide	DCC	Residents are provided with opportunities to meet with Councillors	Councillor attendance at monthly village BBQ's and civic events Councillor representation on advisory committees Councillor presence at community consultation events
LE1.H38 Plan and report in line with Council's governance framework.				
Implement the Delivery Program and Operational Plan, and Resourcing Strategy	Provide	GMCS	Council has a relevant best practice suite of Integrated Planning and Reporting documents that guide the work to be undertaken for the Council term	Six monthly and annual reports provided to Council outlining progress made against Operational Plan actions
Undertake the annual review and adoption of the Council's Operational Plan	Provide	GMCS	Council has a relevant Operational Plan that lists deliverables for each 12-month period	Operational Plan is adopted, implemented, and measures reported on
Provide the Annual Report to the community on the progress of implementing the Operational Plan	Provide	GMCS	The community is informed of the actions taken by Council over each 12 month period to progress the long-term vision of the community	The Annual Report is adopted and published on Council's website

Principal activities	Council's role	Resp. officer	Outcome	Measure
Regular review of Council plans and policies to enhance integration, strive for continuous improvement and to maintain relevance	Provide	GMCS	Council's policies and plans remain relevant	Council undertakes a review of policies and plans within 12 months of a new term of Council
Regular review and improvement of the Business Continuity Plan (BCP)	Provide	GMCS	Council has an effective and current Business Continuity Plan	Business Continuity Plan is current All Council Officers are aware of their role in the BCP
Ensure all complaints are investigated with transparency and integrity in accordance with Council's complaints policy	Provide	GMCS	All complaints are investigated to the appropriate level and complainants responded to	Complaints are resolved within required timeframes
LE2.H40 Support committees of Council.				
Support Section 355 committees	Provide	GM	Section 355 committees operate in accordance with their constitution and achieve outcomes for our community	Community objectives are realised
LE3.H41 Manage finances and assets sustainably.				
Maintain the Procurement Policy and Procedures	Provide	GMCS	All procurement activities are undertaken in accordance with the policy and best practice guidelines	Procurement activities are regularly reviewed Nil discrepancies are identified
Develop and implement the Project Management Framework	Provide	DI	Council has a robust Project Management Framework that reduces risk, improves governance and successfully delivers projects for our community	Projects delivered on time and on budget with no incidents
Effective management of contracts and contractors	Provide	DI	Council works delivered by external contracts ensure public safety, value for money and that the item being constructed fulfils its intended purpose over its design life	Contracts and contractors meet the key performance indicators and deliver quality outcomes for our community
Manage leases and licences	Provide	GMCS	Leases and licenses on Council owned or managed property are up to date and represent best value for our community	Leases and licenses are current and appropriate
Facilitate property sales and development	Provide	DCS	Council property sales are conducted in accordance with applicable legislation and aim for best value for Council and the community	Property sales are legitimate and receive best value for Council
Manage Council owned caravan parks and campgrounds	Provide	GMCS	Council owned caravan parks are an attractive place for visitors to our region to stay	Caravan park occupancy rates are maintained or increased
Implement Councils Financial Improvement Strategy	Provide	GM	Council's financial position is well managed and Council is financially sustainable	Report progress of the Financial Improvement Strategy implementation to Council

Principal activities	Council's role	Resp. officer	Outcome	Measure
Monitor and report on key financial results	Provide	CFO	Key financial indicators are monitored and reported in a timely and effective manner in accordance with applicable legislative requirements	Quarterly budget reviews are completed Financial statements prepared and presented on time
Provide financial management and reporting	Provide	CFO	Council's finances are well managed and reported as required	Relevant financial information is available as appropriate and as required
Collect rates and charges, and manage sale of land for rates that are overdue for more than five years	Provide	CFO	Council's revenue is well managed in compliance with applicable legislation	Rates are collected on time and sale of land for unpaid rates occurs as necessary
Provide advice to the Council on the reduction of Council's debt ratio	Provide	CFO	Council's debt ratio is within acceptable parameters	Debt ratio is reported to Council regularly
Manage staff delegations	Provide	GMCS	Staff are provided and accept their delegations on commencement, when roles change or when starting a new role	Delegations are current Delegation register is up to date
Manage Council's financial systems	Provide	CFO	Council's finances are well managed and reported as required	Provide regular updates
Review and implement Asset Management Strategy, Asset Management Plans and associated documentation and systems for Council assets	Provide	DI	Council has an up-to-date Asset Management Strategy, plans and systems that support the effective and efficient management of all its assets	Strategy and systems reviewed and implemented Improved asset information Targeted capital and operational works programs to reduce infrastructure backlog
Manage infrastructure design and investigation works	Provide	DI	Infrastructure designs and investigations are completed efficiently and provide the best outcome for the community when delivered	Adherence to standards Value for money
Manage Council's infrastructure assets	Provide	DI	Assets are managed, operated and maintained to maximise availability and effectiveness and minimise environmental, human health and safety risks	Capital and operational expenditure Renewals completed Infrastructure backlog
Manage plant and fleet replacement and monitor utilisation	Provide	DCC	Plant and fleet assets are managed and utilised effectively and efficiently	Plant and Fleet assets are fit for purpose and best value
Undertake annual capital works planning and delivery that considers whole of life costs as well as environmental and social impacts	Provide	MP	Capital works planning and delivery considers whole of life costs and impacts including environmental and social impacts	Annual program planned and delivered within budget Business cases consider whole of life costs including environmental and social impacts
Sustain an Infrastructure Advocacy Portfolio identifying the top five infrastructure priorities for Hilltops	Provide	DI	Infrastructure Advocacy Portfolio maintained with at least the top five infrastructure priorities	Portfolio reviewed and updated regularly
Maintain Council owned and managed buildings and facilities in line with asset management plans	Provide	GMCS	Council owned buildings and facilities are maintained in accordance with routine maintenance plans	Regular and planned maintenance is carried out on Council owned building assets

Principal activities	Council's role	Resp. officer	Outcome	Measure
LE3.H42 Identify, manage, and mitigate risks.				
Finalise and implement the Risk Management Framework	Provide	GMCS	A robust risk management framework that accurately identifies and mitigates the risks facing the Council and its operations is in place, maintained and coordinated	A variety of risk mitigation measures implemented
Facilitate the practice of risk management for improved decision-making	Provide	GMCS	Risk management processes are integrated into Council activities	Council officers are aware of and utilise a risk-based approach Number of risk management training events/opportunities
Undertake a risk maturity assessment and implement consistent risk management practices across the organisation	Provide	GMCS	Council's risk maturity is assessed against a risk maturity model to determine organisational maturity level	Risk maturity assessment model is agreed
Support the Audit Risk Improvement Committee (ARIC)	Provide	GMCS	ARIC is well supported to achieve its objectives	Support provided for Audit Risk Improvement Committee
Coordinate internal audit activities and implementation of recommendations	Provide	GMCS	Internal audits are conducted in accordance with the internal audit plan and charter	Internal audits outcomes are achieved
LE3.H43 Improve organisational and workforce productivity.				
Our organisation is designed to meet service delivery	Provide	MPS	Executive leaders adopt and can confidently communicate	Annual assessment of organisational structure based on service needs
			a) Framework for Organisation Development b) Model for Workplace Change	Annual reporting workforce management strategy actions Number of service gaps identified Number of change plans developed to meet service gaps
Our organisation has the capability to deliver services and perform to service standards	Provide	MPS	Service Cataloguing /Mapping is completed for the current and future workforce	Number of services catalogued / mapped % bench strength per service
			Council has implemented Success Plan methodology across Services.	Number Career pathways mapped to service delivery Leadership Capabilities identified and Number of learning actions implemented
Our people believe in serving the community and recommend Council as a great place to work locally	Provide	MPS	Employees report increased satisfaction levels working at Council.	% employees participate in employee satisfaction survey % employees reporting that Council has become a better place to work in the last 12 months
			Majority of employees recommend Council as a great place to work locally. Employees understand employee purpose and adopt Organisational Values	% employees that recommend Council as a place of employment % staff turnover < benchmark
Council has compliant policies and procedures for managing Human Resources	Provide	MPS	All Human Resources Policies are reviewed systematically and in response to legislated changes or incidents	Number of policies reviewed, updated and released Number of employees trained / inducted into new policies / practices

Principal activities	Council's role	Resp. officer	Outcome	Measure
Council provides efficient and effective services to develop a career in local government	Provide	MPS	Position Descriptions accurately reflect duties and service expectations Career paths are mapped and well understood for critical roles Recruitment services are and KPI's are benchmarked within Local Government Industry Departmental/ Individual learning plans are documented Implement Organisational Values - STAR specifically Accountability Council provides positions that cater to entry level and specialist roles	Number of positions reviewed annually Number of performance appraisals completed Number of critical roles identified and mapped for succession Number of individual goals and learning plans developed Time to fill positions is less than industry benchmark
Instigate strategies to ensure workplace knowledge and continuity through policies, programs and initiatives that support a work life balance	Provide	MPS	Learning and Development Policy is adopted Implement Training Needs Analysis per service / department Leadership Capability is mapped and development programs established Implement Organisational Values – STAR – specifically Trust	Number of individual goals and learning plans developed Number of corporate inductions delivered % employees achieving probation % employee reporting % leaders participating in Leadership Training/Development Performance appraisals completed across the organisation Performance Improvement Plans initiated where necessary
Council take steps to be an employer of choice	Provide	MPS	Employees understand entitlements under the Local Government NSW State Award Employees are aware of Councils recognition policy Employees participate in Council celebrations Implement Organisational Values – Star – specifically Respect	Consultative Committee meetings held monthly Employees have flexibility arrangements in place Positions are graded and assessed fairly and reviewed when required Grievances are resolved promptly and fairly Staff participation in organisational events
Council undertake a systematic review and auditing of our Work Health and Safety Management System	Provide	MPS	StateCover Self-Audit completed and 3 year action plan adopted by Executive (TAP Program) Council undertakes external verification of WHS System Targeted Action Plan items are completed and reported on time Safety Incentive is received	Audit action items are implemented and reviewed Targeted action items are complete Safety incentive received Verification completed
Ensure staff are aware of WHS risk management process requirements of individual roles Review and maintain WHS injury management and Recover at Work programs	Provide	MPS	Organisational commitment to safety Implement the Organisational Values (STAR) – specifically Safety and Wellbeing Council reduces number and severity of incidents Council participates in, and benchmarks against Health and Wellbeing Surveys (StateCover)	Number of incidents reported Reduction in lost time Injuries Lost time injury frequency rate reduced over time Council has an endorsed four-year wellbeing plan in place Staff report on improvements in well-being scores

Principal activities	Council's role	Resp. officer	Outcome	Measure
Promote future workforce development through traineeships, apprenticeships, cadetships and partnerships with education facilities	Provide	MPS	Council provides employment opportunities for further education and career progression, especially for youth	Council has a successful trainee and apprenticeship program in place
Process the digitisation and secure centralised storage of records	Provide	GMBE	Records are accessible through digital means and reduced risk of physical loss of records	Total storage volume of physical records
Manage Councils records and information to meet its legal obligations and business needs	Provide	GMBE	Council is able to respond to requests for information in a timely manner and State Records obligations are met	Participate in State Records - Records Management Assessment Tool Program Compliance with State Archive transfer plan guidelines
Manage Public Access to Council information and protect privacy	Provide	GMBE	Council data is secured and protected. Public trust of Council is maintained	Number of data breaches or unauthorised data releases
Develop and implement an IT Business Continuity Plan and Disaster Recovery Plan	Provide	GMBE	Council has effective plans to minimise any business disruption caused by interruptions to IT systems	Plans developed and reviewed
Identify and assess new technologies to increase efficiency and remediate ineffective business processes in Council	Provide	GMBE	ERP systems are up to date and meet best practice guidelines	Software release updates performed IT support tickets completed

Principal activities	Council's role	Resp. officer	Outcome	Measure
LE4.H44 Communicate in a timely, relevant and accurate manner.				
Manage media relations and advice	Provide	DCC	Council maintains a good relationship with local media. Council communications and advice are reviewed and appropriate	Council social media posts are monitored and moderated
Distribute media releases and respond to media enquiries	Provide	MBC	Council communications are up to date	Media releases are distributed regularly. Media enquiries are responded to on same business day
Maximise modes of communication to ensure that all sectors of the community are being reached	Provide	MBC	Residents are informed of Council activities and information	Council utilises various forms of communication to ensure engagement with all sectors of the community
Prepare and publish print and electronic communications	Provide	MBC	Residents are informed and engaged	Weekly newspaper advertisement. Regular media releases, website updates and social media posts
Manage website and social media channels	Provide	GMBC	Websites are contemporary and contain up to date information	Social media posts are reviewed and actioned as appropriate Website is updated and reviewed regularly
Ensure the use of varied communication methods and channels to suit audience and project	Provide	GMBC	Residents are informed in a suitable and appropriate way	Council uses varied methods of communication including direct mail, print, and electronic means
Customer requests can be lodged via multiple channels.	Provide	GMBC	Customers can contact Council in their preferred method and lodge a request	Total requests lodged Total requests completed CRM completed within specified timeline CRM statistics on category and geographic location
Continual evaluation and improvement of customer service practices	Provide	GMBC	Customers feel their voice is heard and valued	Satisfaction survey results
LE5.H45 Deliver engagement as guided by the Community Engagement Strategy and Community Participation Plan				
Provide timely consultation with the community in relation to Council policies, strategies, development applications, planning proposals, development control plans and contribution plans	Provide	DCC	Community voice is heard and included in development of policies	Number of policies and strategies publicly displayed
Implement the Community Engagement Strategy throughout the organisation	Provide	GMCS	Effective implementation of the Community Engagement Strategy (CES) is undertaken	Staff are aware of the Community Engagement Strategy and their role in implementing it
Undertake community and business sentiment surveys on a regular basis	Provide	DCC	Community and business are given the opportunity to provide feedback and advice to Council	Surveys conducted Number of survey participants



Major projects

Council will plan and deliver several major projects over the next four years to advance community priorities. These projects are aligned with Council's principal activities and focus on improving infrastructure, livability and access to essential services.

Waste facilities upgrades

Deliver contemporary Waste Management Facilities by remediating landfills and improving transfer station accessibility, functionality and security.

Alignment: **IN12**. Effectively manage our waste streams to minimise landfill and promote reuse and recycling.

Boorowa Potable Water Pipeline

Progress improved drinking water security and quality for Boorowa by advocating for funding for the shovel ready water pipeline from Harden to Boorowa.

Alignment: **IN9**. Secure quality potable water supply to our towns and villages and increase emergency water access.

Progress this project to shovel ready status.

Stormwater Upgrades

Deliver upgraded stormwater systems for Boorowa, Harden and Young to reduce localised flooding.

Alignment: **IN11**. Maximise stormwater management aligned to best practice.

Automated Access Assessment Program implementation

Automate permit processing for restricted access vehicle (B Double and larger) access to Council roads by implementing TfNSW's Automated Access Assessment Program.

Alignment: **IN1**. Provide road solutions to enhance safety and minimise congestion.

Young Lawn Cemetery

Provide a new lawn cemetery for Young to provide burial capacity for the next 40 years, with options for further expansion.

Alignment: **IN1**. Provide road solutions to enhance safety and minimise congestion

Advocacy highlights

The Hilltops Council will work with government, peers and industry partners to amplify and advance the aspirations of our community. Our advocacy priorities are outlined below.

Childcare and aged care

Priorities: Availability of access to childcare and residential aged care.

Alignment: **CO2.** Ensure all community members have equitable access to services, resources, and opportunities

CO2.H4 Advocate for improved childcare and aged care in our region.

Health

Priorities: Attraction and retention of general and specialised medical services. Upgrading of Hospital services and provision of equitable ambulance services.

Alignment: **CO3.** Provide access to medical and health facilities and services.

HCO3.H5 Advocate for improved health and medical services in the region.

Emergency services

Priorities: Advocate for adequate policing services within the region.

Alignment: **CO10.** Reduce crime, anti-social behaviour and improve community safety

CO10.H12 Monitor improvements to crime reduction and community safety.



Education

Priorities: Availability of tertiary education options/pathways locally.

Alignment: **EC6.** Deliver clear education, training and learning opportunities that meet skills gaps in our key industry sectors.

EC7. Provide employment pathways for young people.

EC6.H16 Work with education providers to improve quality education pathways.

Agriculture

Priorities: Improved Transport and freight routes.

Alignment: **EN4.** Encourage environmentally sustainable farming practices. Council will advance strategy EN4 through the EC2 activities.

EC2. Attract new business and industry to diversify the local economy and ensure long-term resilience.

EC2.H14 Advocate on matters important to our broad agricultural industry.

Housing

Priorities: Increase affordable and equitable housing in Hilltops region. Assist council in rezoning identified areas to allow for the increase in housing demand.

Alignment: **EN10.** Enable diverse, sustainable and affordable housing options.

EN10.H24 Advance suitable housing availability through planning and advocacy.

Funding for Boorowa Water Supply

Priorities: Ensure a high quality, reliable potable water supply for Boorowa.

Alignment: **IN9.H32** Ensure quality water supply throughout our region.

Public transport

Priorities: Public transport infrastructure in place to meet the needs of Hilltops community.

Alignment: **IN3.** Public and community transport gets people where they need to go.

IN3.H27. Monitor public and community transport improvements.

Upgrades to State Roads

Priorities: Progressive upgrade of the Barton and Olympic Highways as well as Burley Griffin, Henry Lawson and Lachlan Valley Ways provides safe and efficient access from Boorowa, Harden and Young to Canberra, Wagga Wagga and beyond.

Alignment: **IN1.H25** Maintain the road network.

Reliable Bridge and Road Funding

Priorities: Partner with peak bodies to advocate for improved and on-going funding programs for local and regional transport infrastructure including bridges.

Alignment: **IN1.H25** Manage the road network.

Digital connectivity

Priorities: Regional Connectivity is continually improved.

Alignment: **IN13.** Deliver reliable mobile telephone and high-speed internet services.

IN13.H36 Advocate for the best mobile telephone and internet coverage.

Railway Precinct

Priorities: Beautify and develop the Harden railway precinct.

Alignment: **IN8.H31.** Enhance streetscapes to ensure they are attractive and welcoming

Sustainability

Priorities: Cost shifting.

Alignment: **LE3.** Ensure that the Council maintains responsible financial, employment and management practices.

LE3.H41 Manage finances and assets sustainably.

Business improvement

Council is delivering a series of strategic internal reforms to strengthen corporate operations. This work responds to the Integrated Planning and Reporting requirements to address ongoing improvements to the efficiency, productivity, financial management, and governance of the Council.

Financial management

We are improving how we manage and sustain our finances.

We will:

- Recycle surplus assets
- Increase cost recovery activities and initiatives
- Review service levels.

Alignment: **LE.3.** Ensure that the Council maintains responsible financial, employment and management practices.

LE3.H41 Manage finances and assets sustainably.

Governance

We are enhancing how we govern the organisations.

We will:

- Conduct regular review of Council policies
- Implement and maintain meeting and livestream software improvements
- Improve community engagement practices.

Alignment: **LE.1.** Lead, govern, and regulate with integrity, fairness, transparency, and accountability.

Productivity and efficiency

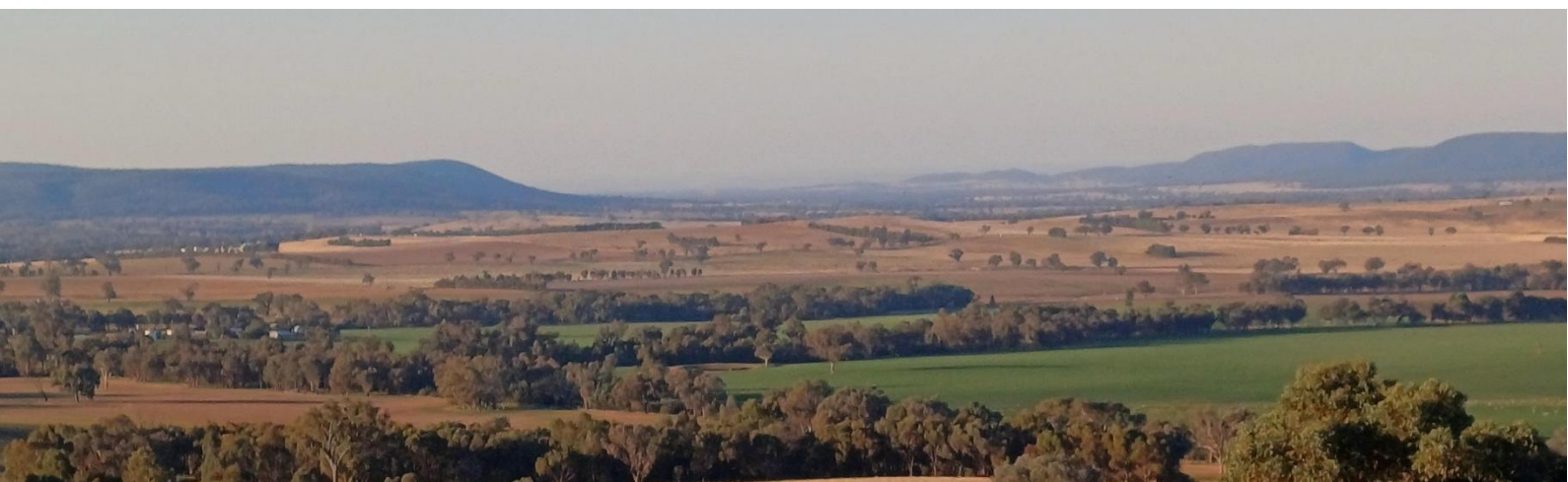
We are improving our organisational and workforce productivity.

We will:

- Implement key measures in our Workforce Management Strategy
- Implement appropriate technology improvements to reduce cost and waste
- Compile and publish a service catalogue.

Alignment: **LE.3.** Ensure that the Council maintains responsible financial, employment and management practices.

LE3.H43 Improve organisational and workforce productivity.



Annual task highlights

In 2026/2027, Council will focus on delivering the following priority initiatives to advance its strategic objectives and support sustainable community outcomes.

Key tasks for 2026/2027

- Rural Land Study implementation
- Young Pound upgrade
- Smart Water Meter Implementation project
- Contributions Plan – comprehensive review
- Development Assessment Policy implementation
- Reconciliation Action Plan
- Major event delivery
- Harmonised, expanded kerbside collection
- Progress Waste Facility Remediation project
- Progress new Young Lawn Cemetery
- Progress Boorowa Stormwater project to shovel ready status.

Resourcing

Achieving the principal activities and tasks in this Delivery Program and Operational Plan requires careful planning and management of Council's resources. The Resourcing Strategy outlines how Council will allocate its people, assets and finances to deliver on the community's aspirations.

The Resourcing Strategy includes:

- A Long-Term Financial Plan, which ensures Council remains financially sustainable into the future
- A Workforce Management Strategy, which identifies the staff, skills and capability needed
- An Asset Management Strategy and Plans, which guide the maintenance, renewal and investment in infrastructure and facilities.

These elements ensure that the commitments in this plan are achievable within available resources, and that Council continues to operate responsibly on behalf of the community.

Four-year capital works projections

The following financial estimates come from the Hilltops Council Long Term Financial Plan.

Capital works	Scenario			
	Planned (year ending)			
	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s
Roads	15,965	18,683	15,313	17,396
Water	5,988	4,543	2,614	4,014
Sewer	2,985	12,840	13,980	1,357
Waste	435	870	570	570
SWRWG	850	500	900	0
Stormwater drainage	0	0	0	0
Parks, gardens playgrounds	50	50	300	50
Sporting Facilities	0	200	0	0
Public Cemeteries	280	0	0	0
Plant, machinery and equipment	1,367	3,021	6,097	5,832
Computers and telecommunications	166	168	201	179
Library Services	68	71	69	70
Swimming Pools	50	0	1,500	0
Buildings	500	0	0	0
Total capital works	28,704	40,946	41,544	29,468

Service levels

Hilltops Council will continue to deliver services that reflect community needs and expectations, while meeting legislative obligations and managing resources responsibly.

To support this, Council will pursue ongoing improvement and innovation to enhance service delivery. Service levels will be clearly defined, regularly reviewed, and aligned to available resources to ensure they remain efficient, effective, and transparent.

Ongoing community and stakeholder engagement is critical to this process. Council will actively inform and engage the community on the current and projected state of services, including how resources are allocated and prioritised. This engagement will support informed decision-making and ensure Council's services reflect community priorities and aspirations.

Council will also work with staff to identify opportunities for improvement and innovation across service delivery. This includes strengthening how services are planned, delivered, and integrated to achieve better outcomes for the community.

Further engagement will be undertaken with the Hilltops community to refine the scope and levels of service provided. These discussions will consider the financial position of Council and the long-term sustainability of services. Outcomes will inform future reviews of the Delivery Program, Resourcing Strategy, and Operational Plan.

Service reviews

Over the next four years, Council will review a selection of services to ensure efficiency and effectiveness. All other services are subject to monitoring and gradual improvement, even if not formally reviewed during this period.

These reviews will include staff input, data analysis, and community engagement. Reviews will be overseen by the responsible officer listed and will be scheduled to align with available resources. The table below outlines the services scheduled for review during this Delivery Program period.

Services to be reviewed	Resp. officer	2026	2027	2028	2029
Economic Development	GMBE	•			
Procurement	GMCS		•		
Records	GMBE				•
Facilities Management	GMCS			•	
Recruitment	GMCS				•
Payroll	GMCS	•			
Accounts payable	CFO		•		
Projects	MPC			•	

Abbreviations

The following abbreviations are used in this document.

Council Officer abbreviations

GM	General Manager
DCC	Director Corporate & Community
DI	Director Infrastructure
DP	Director Planning
GMCS	Group Manager Corporate Services
GMBE	Group Manager Business and Economy
CFO	Chief Financial Officer
MDE	Manager Development & Environment
MEA	Manager Engineering & Assets
MO	Manager Operations
MPC	Manager Projects & Contracts
MPS	Manager People & Safety
MWW	Manager Water & Waste
RWM	Regional Waste Manager

General abbreviations

ABS	Australian Bureau of Statistics
AMP	Asset Management Plan
ARIC	Audit, Risk and Improvement Committee
ATDW	Australian Tourism Data Warehouse
BAU	Business as Usual
CC-D	Corporate and Community Directorate
CRJO	Canberra Region Joint Organisation
CRM	Customer Request
CSP	Community Strategic Plan
DA	Development Assessment
DCP	Development Control Plan
DDA	Disability Discrimination Act
DP	Delivery Program
DPOP	Delivery Program and Operational Plan
EPA	Environment Protection Authority
ERP	Enterprise Resource Planning
GIPA	Government Information (Public Access)
HC	Hilltops Council
ICT	Information Communication Technology
IT	Information Technology
IP&R	Integrated Planning and Reporting
IS-D	Infrastructure Services Directorate
KPI	Key Performance Indicator
LEP	Local Environmental Plan
LEMO	Local Emergency Services Officer

LGA	Local Government Area
LSPS	Local Strategic Planning Statement
LTFP	Long Term Financial Plan
NAIDOC	National Aborigines and Islanders Day Observance Committee
OP	Operational plan
PG-D	Planning Directorate
PID	Pre-Injury Duties
R2R	Roads to Recovery
RDA	Regional Development Australia
RDNSW	Regional Development New South Wales
RERRF	Regional Emergency Road Repair Fund
RID	Reporting Illegal Dumping
SDGs	Sustainable Development Goals
SEIFA	Socio-Economic Indexes for Areas
SIRDA	Southern Inland Regional Development Australia
TAFE	Technical and Further Education
TfNSW	Transport for New South Wales
VIC	Visitor Information Centre
WHS	Work Health and Safety
WMP	Workforce Management Plan

