



yass valley council
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Community Engagement Strategy & Communications Plan

Regional Community Strategic Plan

80217027

Prepared for
Goulburn Mulwaree Council, Upper Lachlan
Shire Council and Yass Valley Council

February 2017



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Document Information

Prepared for	Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council
Project Name	Regional Community Strategic Plan
File Reference	Regional CSP - Community Engagement and Communications Strategy v00.docx
Job Reference	80217027
Date	February 2017

Document Control

Version	Date	Description of Revision / Reason for Issue	Prepared By	Prepared (Signature)	Client Approval	Approved by (Signature)
0	2 November 2016	Initial Draft for Review	JB			
1	1 February 2017	Final Draft	JB			

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1 Introduction

1.1 Community Strategic Plans and the NSW Integrated Planning and Reporting Framework

The Community Strategic Plan (CSP) is the keystone document in the NSW Integrated Planning and Reporting Framework (IPRF) upon which the suite of a Council's planning documentation should be based.

Integrated Planning and Reporting must be implemented by all NSW Councils when preparing, developing or reviewing Community Strategic Plans under the *Local Government Act 1993* (Section 402). The IPRF framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live; a sustainable environment; opportunities for social interaction; opportunities for education and employment; and reliable infrastructure, but recognises each community has over time developed unique characteristics and strong senses of identity.

Goulburn Mulwaree Council, Upper Lachlan Shire Council, and Yass Valley Council have recognised the synergies and efficiencies to be gained through developing a new joint Regional CSP, a progressive approach that, while meeting the requirements of the Office of Local Government's IPRF, will be unique in the NSW context and present a range of positive cooperative opportunities.

1.2 The Regional Community Strategic Plan Project Scope of Works

Cardno has been engaged to undertake the development of a Regional Community Strategic Plan (CSP) on behalf of Goulburn Mulwaree Council (GMC), Upper Lachlan Shire Council (ULSC) and Yass Valley Council (YVC). Specifically the brief requires:

- ▶ the peer review of the three councils' Community Strategic Plans
- ▶ the development of a Regional Community Strategic Plan
- ▶ the preparation of a community engagement strategy
- ▶ the facilitation of community engagement workshops in three council local government areas.

In addition, Cardno will prepare a brief Outcomes Report, detailing the outcomes of all the engagement activities including survey analysis and workshop outcomes. A preliminary draft of this document will be issued with the draft CSP, with a final version to be issued following the public notification phase, detailing all submissions and providing more detailed analysis of the engagement activity outcomes.

This document details the community engagement strategy of this project.

In this pioneering 'regional' approach, each Council and its stakeholders and residents will participate in developing the joint IPRF documentation based on the three councils' respective needs and resources, while:

- ▶ building a sense of belonging to a greater region
- ▶ taking advantage of various synergies and alliances that may increase their capability to provide services for their residents
- ▶ aiming to gain maximum leverage from joint efforts and pooled resources.

1.3 Objective of the Engagement Strategy

The purpose of the engagement strategy is to allow Council staff, Councillors, key stakeholders, and community members to be active participants in the development of an innovative Regional CSP in line with the NSW IPRF.

Currently, the three existing plans, while having numerous similarities and complementary objectives, are specific to each Council area. The engagement strategy detailed in this document focuses on finding ways in which these areas of common interest and benefit can be identified, in order to capitalise on opportunities to the region and maximise potential benefits.

Additionally, engagement processes will also fulfil the function of building a sense of joint purpose and common purpose among the three Councils.

This document is a living document and will continue to be updated as appropriate.

1.4 IAP2 Guidelines and Commitment to Quality Engagement

1.4.1 Core Values for the Practice of Public Participation

IAP2 Core Values provide a set of values to guide public engagement and ensure industry best practice in any engagement activities. The engagement strategy will aspire to undertake all engagement with these underpinning principles.

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

1.4.2 IAP2 Public Participation Spectrum

The Public Participation Spectrum is the industry standard in engagement, with a goal and promise to the public making explicit the involvement required from participants. For this project, different phases and activities will fall along different points of the spectrum. The overarching level of engagement, however, will aspire to be **involve** (see Figure 1). As a community plan, the community (including businesses, organisations, residents, rate payers, and others) should feel a sense of ownership of the resulting plan, and feel actively engaged in its fulfilment.

The public participation goal will be:

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

The promise to the public will be that:

We will work with you to ensure your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

Some activities during the project will fall higher along the spectrum, and others lower, as will be seen in the plan (see Section 3). The community survey will be an example of “consult” level engagement, while the workshops may fall between “involve” and “collaborate”.

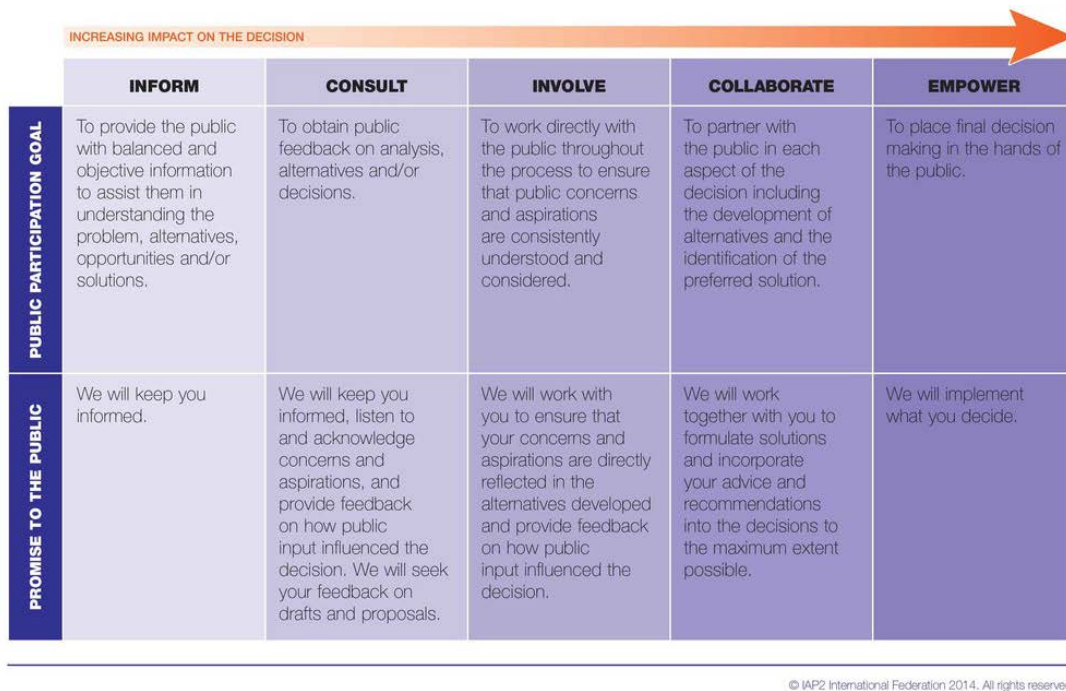


Figure 1. IAP2 Public Participation Spectrum

1.4.3 IAP2 Community Engagement Model

The **IAP2 Community Engagement model** developed in 2014 presents a new way of conceptualising community engagement. For this Project, the overarching status is that the organisation (the three Councils) leads and acts (**Organisation Implementation**) as the plan is based on the Councils’ operations and engagement is being led by the Councils; however, there will be a number of engagement outcomes documented within the plan that will fall under **Shared Leadership and Action**, with others that fall under each of the other types of action including **community advocacy**, **community act and contribute**, and **behaviour change**.



Figure 2. IAP2 Community Engagement model

2 Stakeholder Analysis & Register

2.1 Key Stakeholder Identification

Key stakeholder individuals and groups have been identified by Councils in the table below, and the table below will be used to track that all key stakeholders have been contacted to participate in the engagement activities.

- ▶ High Influence / High Interest Manage Closely, Involve
- ▶ High Influence / Low Interest Keep Satisfied
- ▶ Low Influence / High Interest Keep Informed
- ▶ Low Influence / Low Interest Monitor, public information/releases sufficient

Stakeholders / Groups	Type Resident/Rate Payer Business Business Association/Chamber of Commerce Educational Institute Visitor NGO/Community Org Govt Local Govt State Govt Federal Aboriginal Land Council	Key Contact and phone or email	Areas of Interest					Region: Active in			Engagement Level		
			Community	Environment	Economy	Civic Leadership	Infrastructure	Goulburn Mulwaree	Upper Lachlan	Yas Valley	Interest High / Low	Influence High / Low	Notes / Confirm contacted by Council for input (Date and method of contact)
Binalong Progress Association	NGO/Community Org									X			To be completed with Council input
Bookham Agricultural Bureau	Business Association/ Chamber of Commerce									X			
Bowning Progress Association	NGO/Community Org									X			
Gundaroo Community Association	NGO/Community Org									X			

Stakeholders / Groups	Type Resident/Rate Payer Business Business Association/Chamber of Commerce Educational Institute Visitor NGO/Community Org Govt Local Govt State Govt Federal Aboriginal Land Council	Key Contact and phone or email	Areas of Interest					Region: Active in			Engagement Level		
			Community	Environment	Economy	Civic Leadership	Infrastructure	Goulburn Mulwaree	Upper Lachlan	Yas Valley	Interest High / Low	Influence High / Low	Notes / Confirm contacted by Council for input (Date and method of contact)
Hall & District Progress Association	NGO/Community Org									X			
Murrumbateman Progress Association	NGO/Community Org									X			
Suttom Community Association	NGO/Community Org									X			
Wee Jasper Community Association	NGO/Community Org									X			
Onerwal Land Council	Aboriginal Land Council									X			
Yass Business Chamber	Business Association/Chamber of Commerce									X			
Yass High School	Educational Institute									X			
Marulan Progress Association	NGO/Community Org	Marlene Skipper						X					
Bungonia Progress Association	NGO/Community Org	Margo Crossley						X					
Tarago Progress Association	NGO/Community Org	Gill Shephard						X					
Towrang Progress Association	NGO/Community Org	Roger Curvey						X					
Windellama Progress Association	NGO/Community Org	Christine Woodcock						X					

Stakeholders / Groups	Type Resident/Rate Payer Business Business Association/Chamber of Commerce Educational Institute Visitor NGO/Community Org Govt Local Govt State Govt Federal Aboriginal Land Council	Key Contact and phone or email	Areas of Interest					Region: Active in			Engagement Level		
			Community	Environment	Economy	Civic Leadership	Infrastructure	Goulburn Mulwaree	Upper Lachlan	Yas Valley	Interest High / Low	Influence High / Low	Notes / Confirm contacted by Council for input (Date and method of contact)
Goulburn Chamber of Commerce	Business Association/ Chamber of Commerce	Alex Ridley						X					
Marulan Chamber	Business Association/ Chamber of Commerce	David Humphries executive@goulburnchamber.com.au						X					
Goulburn Group	Business Association/ Chamber of Commerce NGO/Community Org	info@goulburngroup.com.au						X					
Community Plus / Goulburn Community Hub	NGO/Community Org	Ursula Stephens – communityplus@outlook.com						X					

2.2 Identification of vulnerable and hard to reach populations

The project team will review census data about the populations of each of the Council areas, and review the survey participation statistics, to identify under-represented groups participating in the process, to ensure that these groups, or their representatives, are invited to participate in the survey and workshop during face to face engagement (while the project team is in the region).

3 Engagement Plan

The below table outlines the key activities being undertaken for the Regional CSP. All activities are described in further detail later in this section.

Table 1. Key Engagement Activities

Activity	Scheduled for	Objective	Participants	Resources Required	IAP2 Spectrum Level of Participation	Council Responsibilities	Communications Required
Joint Council Working Group Charrette	28 October	To gather the Councillors from the three Council areas to work together to undertake visioning for the region, and to contribute to the draft regional strategic priorities based on those in the existing CSPs.	Councillors Key Council Staff	Existing CSPs Summary of existing priorities Draft strategic priorities under the five pillars Room, projector, seating and refreshments	Collaborate	Arrangement of venue and facilities Invites to required participants (Councillors and key staff)	Direct Council contact and invitations.
Community Survey	Go live by 14 November Live for 3 weeks	To get broad input on the regional CSP, identify key areas of interest and concern, and to obtain feedback about the proposed strategic priorities	Self-referred public	Survey Monkey (Cardno subscription) Provide set link	Consult	Promotion of survey through usual Council channels Link/Page on website Social media updates Direct communications via email with key stakeholders to promote participation	Media Release/s (if desired) Advertising – traditional / social media Link present on Council websites when go live Promotional materials and flyers/posters at key locations across the region promoting the survey
Youth Survey	28 November – 4 December	To get youth perspectives on the LGAs and the region, identify key areas of interest and concern specific to youth.	Self-referred public Invited high school students through Council contacts	Survey Monkey (Cardno subscription) Provide set link	Consult	Link/Page on website Social media updates Direct communications with key school and youth group stakeholders to promote participation	Media Release/s (if desired) Social media (focus) Link present on Council websites when go live

Activity	Scheduled for	Objective	Participants	Resources Required	IAP2 Spectrum Level of Participation	Council Responsibilities	Communications Required
Community Workshops	21 – 29 November	To identify the community's aspirations for the region and identify any concerns or priorities. To present the draft strategic priorities and obtain feedback.	Community members and invited representatives and key stakeholders	Rooms for each of the 9 venues and dates/times, projector, seating, and refreshments Engagement resources and materials for active participation (Cardno to provide)	Involve/ Collaborate	Promotion of the community meetings through usual Council channels Link/Page on website Social media updates	Media Release/s (if desired) Advertising – traditional / social media Information on dates, times, and locations available on Council websites Promotional materials and flyers/posters at key locations across the region promoting the workshops
Public Notification	January 2017 (following 3 Council meetings presenting the draft CSP and making required changes)	To present the draft CSP to the community and obtain feedback via feedback sheets at key locations (e.g. libraries), and email	Councillors, Council staff, key stakeholders, and public	Printed versions of draft available at key locations including Council offices and libraries Link to draft document online in easy to download and compact format (PDF)	Consult	Promotion of public notification through usual channels Presence of draft for feedback on Council websites Printed versions made available at key locations including Council offices and libraries Promotion of email address for feedback (Cardno email for management and collation)	Media Release/s (if desired) Advertising – traditional / social media

3.1 Communications

The communications officers of each Council, on behalf of (and in consultation with) the working group will liaise with Cardno's project team to decide on an approach for media. The team decided the following by 4 November 2016:

- ▶ If the Councils would use consistent messaging and (joint 3-Council) branding for all communications on this project, or if Councils wish to maintain individual Council branding and messaging.
- ▶ If each Council wished to draft and produce its own messaging or to utilise support from Cardno on social media content, flyers/posters for display, and media releases.
- ▶ If the Councils wished to collaborate on content and scheduling to develop a coordinated effort in promotion and communications, for consistent messaging and greatest impact.

Cardno provided support wherever requested, with advanced notice and clear deadlines requested where content support was to be provided.

Feedback from Council communications officers to date have detailed the following intentions as listed in the sections below.

3.1.1 Goulburn Mulwaree Council

Goulburn Mulwaree Council (GMC) has noted their intention to undertake the following activities:

- ▶ A media release has been developed based on the current flyer promoting the workshops. GMC plans to send the media release to relevant media contacts at the beginning of the week of 7 November in the lead up to the workshops within the Goulburn Mulwaree LGA.
- ▶ The dates for workshops will be promoted through GMC's regular weekly council newspaper ad (published on a Thursday).
- ▶ Mayor Bob Kirk will be discussing the Regional CSP and encouraging participation in his Mayoral Column on the 17th of November.
- ▶ Mayor Kirk will promote the workshops on Monday morning radio over the weeks prior to the scheduled workshops.
- ▶ Utilising GMC's Facebook page to promote the meetings and the survey when it is live.

GMC has expressed some interest in some graphics and content for social media, and have also noted their interest in discussing consistent messaging across Councils. Due to this not being an approach preferred by all Councils, the messaging will focus on GMC.

Cardno understands that at this stage the only support that is requested is the provision of some social media content, and Cardno will provide this in the week of 7-11/11/2016. GMC is to contact the Engagement Specialist should any additional promotional support be desired.

3.1.2 Upper Lachlan Shire Council

It is understood that Upper Lachlan Shire Council (ULSC) intended to undertake a range of promotional activities, including local newspaper advertising, social media updates, and contact with key stakeholders and local community groups. Contact with the local high school was maintained to increase youth participation in the workshops and the Youth survey.

3.1.3 Yass Valley Council

Yass Valley (YVC) has advised that their promotional activities will comprise the following:

- ▶ A flyer has been sent out with our rates notices (week ending 4/11/16), which advertises all of the workshop dates
- ▶ Workshop dates will be included in YVC's weekly page of advertising in the local newspaper
- ▶ Yass Valley Council is very active on social media and have expressed interest in some graphics and content from Cardno. YVC have also expressed a preference to maintain YV specific graphics and content to avoid confusion. Schedule tbc.
- ▶ All schools will include the information about the workshop in their weekly newsletters.
- ▶ YVC will also be sending to our progress associations and community newsletters, however it is noted that due to the short time frame, a number of the associations' deadlines have been missed.
- ▶ YVC will produce a number of media releases around the CSP and workshops which will be read out on local radio etc.

Cardno understands that at this stage the only support that is requested is the provision of some social media content (YVC specific), and Cardno will provide this in the week of 7-11/11/2016. YVC is to contact the Engagement Specialist should any additional promotional support be desired.

3.2 Council Websites

Each of the Councils' websites should have a page dedicated to this project and its development. By the time of the initial survey launch, the websites will have a link to the survey, and details of the planned community workshops that are scheduled with the necessary dates and locations. Public documentation should be posted here, including engagement summary reports and the draft Plan for consultation.

The three Councils are expected to make necessary arrangements to set these pages up through their internal systems and processes, however Cardno can provide content as required to support the process.

3.3 Factsheets

Cardno will produce a set of factsheets for clear and engaging communication with the community and media outlets. The four fact sheets below are proposed, but may change as the project evolves.

1. The first fact sheet is expected to summarise why the project is being undertaken, the benefits that are sought, and the process that the project will follow. The factsheet will include a snapshot of the region and other information that Council and Cardno believe are beneficial to inform the community for the process. This fact sheet will be developed in the week of 7-11/11/2016 and issued as draft for review and approval.
2. A separate fact sheet providing the details of the community workshops providing dates, times, and locations. (Note: This fact sheet has been issued and distributed via Councils.)
3. At the conclusion, in preparation for public notification, a brief summary of the CSP will be put into a fact sheet, including the outcomes of consultation, what feedback was received, and how community feedback has been used, consistent with IAP2 principles.

Fact sheets 1 and 2 are attached in Appendix D.

3.4 Media Releases

Media releases will be crucial for promoting the project and process to community members, and informing them of the progress of the project. Representation in local media about the project will build interest and engagement, and foster a sense of legitimacy about the process.

These media releases, at key points of the project, will be prepared by either a Council communications office/ media delegate or Cardno (to be determined between Communications officers, Cardno Engagement

Consultant), for approval by the working group, to be distributed to Councils' key media contacts. It is expected that at least four key media releases will be prepared at key points of the project:

1. Once the engagement strategy has been signed off and fact sheets have been produced and posted to all Councils' websites, a media release about the project will be issued.
2. Once the survey has been signed off and is ready to go live, a media release about the survey will be issued.
3. One to two weeks prior to the face to face community engagement activities, a media release about each of the workshops, times, and locations will be issued. It is suggested that Councils also include relevant advertising at the same time in corresponding media outlets (e.g. local newspapers) to maximise likelihood of an article and to build awareness of the activities.
4. One at the issue of the draft regional CSP for public notification and feedback, stating where it will be available and how to provide feedback.

As noted in section 3.1, the coordination of media releases, and if they will be undertaken as a joint exercise or if they will be released by individual councils, will be decided by the Communications teams of the Councils in consultation with the working group. The Communications teams of each Council will lead the development of their respective media releases.

3.5 Council & Staff Charrette

The Cardno team will run a half-day session on 28 October with Councillors and key staff from the three Council areas to review the existing CSPs for each Council area, identify what progress has been made, what priorities have emerged and which have fallen away since the development of the original documents. Staff will be asked to provide their visions of the region, both as stand-alone Council areas, and as a cooperative regional group of Councils.

A charrette has been chosen as the most appropriate approach for this group. In a charrette format, all participants will have the chance to have input on all areas of the CSP, and further contribute and refine the most popular ideas.

Councillors and staff will be separated into groups of equal numbers, with each group comprising of a representative from each Council as well as an equal number of staff. Cardno will ask participants from each group to respond to the following questions having regard to the 5 Strategic Pillars (Community, Environment, Economy, Infrastructure and Civic Leadership):

- ▶ What is your long term vision for the region?
- ▶ What do you wish the region to be for the next generation?
- ▶ What current issues and challenges face the community in the region preventing your vision from becoming a reality?
- ▶ What do you see as the key areas and opportunities for development of the region in line with your vision?

Each group will be asked to discuss each question and write down their responses collectively. At the end of the session a representative of each group will present their responses/ideas to the larger group.

Written responses will be collected and compiled by Cardno and used to assist in preparing a vision and guiding strategies for the draft Regional CSP.

Following the Council/staff session, Cardno will meet with the Working Group, in an informal 'round the table gathering' to:

- ▶ provide a debrief from the workshop
- ▶ discuss key themes for the region
- ▶ undertake initial conversations about the formulation of a vision for the Region.

The working group will work with Cardno to develop an overarching vision and key strategies for the region.

Findings of the Council and Working Group sessions will be summarised in the consultation outcomes report.

3.6 Online Community Survey

An online survey has been developed on Survey Monkey. A draft will be issued to the working group by 4 November 2016 for review, feedback, and testing, and the survey will go live 10 November through 30 November. The survey will be promoted via the Councils' communications offices and will be sent directly to key stakeholders. The survey will comprise three key sections:

- ▶ General questions about the Council area in which they reside, the greater region, and the strengths, weaknesses, and priorities for the region. Participants will be asked to describe their vision for the future, to assist in the identification of key themes, priorities, and key words to use for the regional vision. This section will be kept simple and brief, to minimise contributing to consultation fatigue which residents may be experiencing.
- ▶ A request for direct feedback on the proposed strategic priorities under each of the five pillars.
- ▶ Some demographic information (voluntary) to allow for profiling of the respondent base to identify any potential relationships between demographic indicators and particular views, themes, or priorities.

Hard copies of the survey for those who prefer will be also made available to the community at public service facilities (i.e. Council offices, libraries, etc.) and to participants that attend community engagement sessions.

Survey outcomes will be broadly summarised in a fact sheet for the public to illustrate the findings. A more detailed summary discussion document (the detail of which will vary depending on the final response rate), summarising the outcomes of each question and any important cross-analysis, will be produced for the working group and internal stakeholders, will be summarised in the consultation outcomes report.

3.6.1 Online Youth Survey

An additional online survey targeted specifically at youth within the Region has also been developed to attempt to involve a younger demographic of respondents. A draft will be issued for review and feedback. Once completed, the survey will go live, and will be distributed to the youth community through schools and youth networks and organisations. The survey will comprise of two main sections:

- ▶ General demographic information (voluntary) to allow for profiling of the youth respondent base to identify any potential relationships between demographic indicators and particular themes, views or goals
- ▶ Questions about the Council area in which they reside, focusing on the importance of specific aspects of life in the region, and individual ambitions and goals for the future.

The outcomes of the Youth Survey will be broadly summarised along with the initial community survey.

3.7 Face to Face Community Engagement

Nine community sessions in the following areas have been proposed with the following details:

LGA	Meeting Locations	Meeting Dates
Goulburn Mulwaree	Tarago – Tarago Community Hall, Wallace Street, Tarago	Wednesday 23 November, 5.30pm
	Goulburn – Grace-Millsom Centre, Braidwood Road, Goulburn	Wednesday 23 November, 7.30pm
	Marulan – Marulan Hall, George Street, Marulan	Friday 25 November, 5.00pm
Upper Lachlan Shire	Gunning – Council Chambers, 123 Yass Street, Gunning	Monday 21 November, 5.30pm
	Taralga – Masonic Hall, Orchard Street, Taralga	Tuesday 22 November, 5.30pm
	Crookwell – Council Chambers, 44 Spring Street, Crookwell	Tuesday 22 November, 7.30pm
Yass Valley	Gundaroo – Gundaroo Soldiers Memorial, 52 Cork Street, Gundaroo	Monday 21 November, 7.30pm
	Yass – Yass Soldiers Memorial Hall, 82-94 Comur Street, Yass	Thursday 24 November, 5.30pm
	Murrumbateman – Murrumbateman Recreation Hall, Barton Highway, Murrumbateman	Thursday 24 November, 7.30pm
	Binalong – Binalong Hall, Wellington Street, Binalong	Tuesday 29 November, 5.30pm

It is proposed that all sessions be held on weekday evenings to accommodate residents working during standard business hours.

The flyer advertising the engagement sessions is illustrated on the following page.



The Councils of Upper Lachlan, Goulburn Mulwaree and Yass Valley are working together to prepare a combined Regional Community Strategic Plan (CSP) under the Local Government Act. The Councils are doing this to ensure the Region has a stronger voice in State Government decisions on regional planning and funding to ensure the needs and aspirations of these communities are recognised and fulfilled.

The aim of the draft Regional CSP is to provide a shared vision and objectives to provide clear strategic directions for the long term, and identify the main priorities and aspirations of the communities of the Region. It is envisaged that the draft Regional CSP will be based on the following five pillars:

- A. Community (Life and Welfare in the Community)
- B. Environment (Conditions and Influences in the Area and Sustainability)
- C. Economy (Generation, Distribution, Use of Income and Business Development)
- D. Infrastructure (Facilities, Transport and Systems Serving the Area)
- E. Civic Leadership (System of Government or Management)

The community are invited to attend workshops held across the Region. These workshops will provide an opportunity for everyone to review and provide input into the draft Regional Community Strategic Plan.

Workshops within Upper Lachlan local government area will be held at the following locations:

- **Gunning:** Council Chambers, 123 Yass Street, Gunning - Monday 21 November @5:30pm to 7:00pm
- **Taralga:** Masonic Hall, Orchard Street, Taralga - Tuesday 22 November @5:30pm to 7:00pm
- **Crookwell:** Council Chambers, 44 Spring Street, Crookwell - Tuesday 22 November @7:30pm to 9:00pm

Workshops within Goulburn Mulwaree local government area will be held at the following locations:

- **Tarago:** Tarago Community Hall, Wallace Street, Tarago - Wednesday 23 November @5:30 to 7:00pm
- **Goulburn:** Grace-Millsom Centre, Goulburn Recreation Area, Braidwood Road, Goulburn - Wednesday 23 November @7:30pm to 9:00pm
- **Marulan:** Marulan Hall, George Street, Marulan – Friday 25 November @5:00pm to 6:30pm

Workshops within Yass Valley local government area will be held at the following locations:

- **Gundaroo:** Gundaroo Soldiers Memorial Hall, 52 Cork Street, Gundaroo - Monday 21 November @7:30pm to 9:00pm
- **Yass:** Yass Soldiers Memorial Hall, 82-94 Comur Street, Yass - Thursday 24 November @5:30pm to 7:00pm
- **Murrumbateman:** Murrumbateman Recreation Hall, Barton Highway, Murrumbateman - Thursday 24 November @7:30pm to 9:00pm
- **Binalong:** Binalong Hall, Wellington Street, Binalong - Tuesday 29 November @5:30pm to 7:00pm

A community survey will also be distributed and made available via each Council's website to ensure those unable to attend scheduled workshops can provide input into the draft Regional Community Strategic Plan.



Figure 3. Community Workshop Flyer (issued)

3.7.1 Engagement Session Structure

The community engagement sessions will be structured in two separate parts:

1. Small group discussions, followed by short presentations from each group, about what is most valued and appreciated in participants' local communities to help give regional background to the external Cardno consultants.
2. Pillar-by-pillar group discussion to determine the community's opinion on:
 - a. The Desired Community Outcomes for each Strategic Pillar, and whether the focus of each is considered to be accurate and reflective of the community's aspirations;
 - b. Each Community Strategy outlined under the Strategic Pillars;
 - c. What areas of focus within the strategies are insufficient or have been missed entirely; and
 - d. Any specific wording within the strategies that ineffectively conveys the message that the community envisions.

Feedback from the sessions will be noted by Cardno's consultants that attend the session to help inform the Regional CSP and will be summarised as part of the Outcomes Report to be completed after the finalisation of the Regional CSP.

3.8 Public Notification

Once the draft Regional CSP is developed, a printed copy should be made available across all Council areas at key public facilities such as Council offices and libraries, with feedback sheets and a feedback box (or delegate collection officer) available to collect handwritten feedback. An email address should also be promoted for electronic feedback. An electronic version should be made available on all Council websites, with a link to provide feedback via email.

A due date for feedback will be promoted, and all feedback will be registered on the public notification feedback register which will be included in the final engagement outcomes report. Names/emails/contact details will not be made public; however this information will be retained internally to enable direct responses if there are any queries raised. All queries and questions will be responded to within 10 working days by a nominated officer in the working group or communication stream (dependent on the topic of the query).

4 Risk Management Plan

The Regional CSP engagement process is overall a set of low risk engagement activities, as it is developing an aspirational plan, rather than engagement over a highly contentious issue. Nevertheless, risks need to be considered as any engagement activities have risks that require management, if not avoidance. The development of this strategy, and its endorsement by the Councils, is a key tool in the avoidance and mitigation of a large majority of risks.

Figure 4. Project Engagement Strategy Risk Identification

Potential Risk	Strategies to mitigate or avoid risk
Concern of smaller communities that larger communities' concerns and aspirations will dominate the plan	<p>An accessible online survey to encourage feedback from all residents regardless of location.</p> <p>A specific question in the survey to gauge this concern.</p> <p>Workshops in a range of locations, not only in administrative centres, to encourage regional residents' participation.</p>
Niche, timely, or local issues dominate engagement activity forums (e.g. participants use the community sessions to raise specific issues with their local government representatives)	<p>Clearly and widely communicate purpose of engagement.</p> <p>Councils to keep Cardno abreast of current issues that may be raised and Councils' stance on them.</p> <p>Experienced facilitation of workshops.</p> <p>Presence of a Council officer at each of the face to face workshops to provide support on these issues (to be discussed before or after the scheduled workshop).</p>
Lack of community interest in participation / low participation	<p>Strong promotional activities with focus on key benefits and aspirational messaging.</p> <p>Creative and innovative methods for engagement.</p> <p>Develop engaging fact sheets and promotional materials.</p> <p>Maintain strong media relations.</p> <p>Targeted invitations to key stakeholders and interested parties by Councils.</p>

Regional Community Strategic Plan

APPENDIX A

PRINT & ONLINE
SURVEY





Regional Community Strategic Plan Survey

The Councils of Upper Lachlan, Goulburn Mulwaree, and Yass Valley are working together to prepare a combined Regional Community Strategic Plan (CSP). Over the last five years, each Council has developed its own Community Strategic Plan, but in the fast changing environment of New South Wales, the Councils saw an opportunity to work together at a regional level to strengthen their collective voice when working with State and Federal Governments. A joint regional Community Strategic Plan is the first step in this direction.

In this survey, we ask you to think about the future of this region, voice your aspirations, concerns, and provide feedback on the draft consolidated strategic priorities which have been compiled based on the three existing CSPs.

This survey should take approximately 10-15 minutes to complete, and we appreciate you working through the survey to the end. We hope that this approach holds much potential for achieving our aspirations and continuing to build the region into a sustainable, liveable, and connected place for future generations.

No.	Question	Goulburn Mulwaree	Upper Lachlan	Yass Valley	Other
Q1	In which Council area do you live (a majority of the time)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No.	Question	Less than 1 year	1 – 5 years	6-10 years	11-20 years	Over 20 years
Q2	How long have you lived in the region (Goulburn Mulwaree, Upper Lachlan, or Yass Valley)? <i>Please include the total number of years you have lived in the area, even if you have left for a period of time and returned.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No.	Question	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	No Comment/ N/A
Q3	Over the last 12 months, how would your satisfaction with your Council's delivery of the following services:						
	Customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Council leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aged, disabled and health related services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Community services (e.g. Library)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Youth services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Waste management, litter control, and recycling services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Emergency response and preparedness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Roads, footpath, and drainage construction and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Maintenance of public buildings and assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Planning and development services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Sports and recreational facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Environmental management, conservation, and sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Heritage protection and management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Economic development and tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Fire management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Public amenities (e.g. toilet blocks etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Parks, gardens, open space, and playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Animal management and control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



No.	Question	3 most important services
Q4	Of these listed services, which would you consider to be the three (3) most important / essential services to the community? <i>Please only select three services by ticking three boxes</i>	
	Customer service	<input type="checkbox"/>
	Council leadership	<input type="checkbox"/>
	Aged, disabled and health related services	<input type="checkbox"/>
	Community services (e.g. Library)	<input type="checkbox"/>
	Youth services	<input type="checkbox"/>
	Waste management, litter control, and recycling services	<input type="checkbox"/>
	Emergency response and preparedness	<input type="checkbox"/>
	Roads, footpath, and drainage construction and maintenance	<input type="checkbox"/>
	Maintenance of public buildings and assets	<input type="checkbox"/>
	Planning and development services	<input type="checkbox"/>
	Sports and recreational facilities	<input type="checkbox"/>
	Environmental management, conservation, and sustainability	<input type="checkbox"/>
	Heritage protection and management	<input type="checkbox"/>
	Economic development and tourism	<input type="checkbox"/>
	Fire management	<input type="checkbox"/>
	Public amenities (e.g. toilet blocks etc.)	<input type="checkbox"/>
	Parks, gardens, open space, and playgrounds	<input type="checkbox"/>
	Animal management and control	<input type="checkbox"/>
	Other (please specify)	<input type="checkbox"/>
		<input type="checkbox"/>

No.	Question	Like Most
Q5	What do you enjoy most about living in your specific Council area? <i>Tick up to three items</i>	
	Natural environment	<input type="checkbox"/>
	Green / open space	<input type="checkbox"/>
	History and heritage	<input type="checkbox"/>
	Sense of community	<input type="checkbox"/>
	Rural / size of the community	<input type="checkbox"/>
	Festivals and Events	<input type="checkbox"/>
	Sport and recreation	<input type="checkbox"/>
	Range of industry and work	<input type="checkbox"/>
	Mix of regional and rural areas and proximity to larger cities	<input type="checkbox"/>
	Cultural diversity	<input type="checkbox"/>
	Family friendly	<input type="checkbox"/>
	Lifestyle	<input type="checkbox"/>
	The people	<input type="checkbox"/>
	Other (please specify)	<input type="checkbox"/>
		<input type="checkbox"/>



No.	Question
Q6	<p>What do you believe are the greatest concerns, issues or challenges that affect life in your specific Council area?</p> <p><i>Feel free to write as little or as much as you like here.</i></p>

No.	Question	Yes, I believe the region faces similar issues and challenges	No, I believe the other Council areas face different challenges	I am unsure / I don't know enough about the other Council areas
Q7	<p>Do you believe those concerns or issues (from Question 6 above) are also faced by the greater region (comprising Goulburn Mulwaree, Upper Lachlan, and Yass Valley Councils), or do you believe they face different challenges?</p> <p><i>Please explain your answer.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No.	Question
Q8	<p>What is your 20-year vision for your Council area and the greater region (comprising Goulburn Mulwaree, Upper Lachlan, and Yass Valley Councils)?</p> <p><i>In 2036, how do you hope the area has improved? What positive qualities of the region have been retained and fostered? What challenges have been successfully overcome?</i></p>



No.	Question
Q9	<p>What are three (3) key words or phrases that you would use to describe your 20-year vision for the greater region (comprising Goulburn Mulwaree, Upper Lachlan, and Yass Valley Councils)?</p> <p><i>Examples might be "connected to Canberra", "healthy and fit", "thriving", "peaceful"... Dream big!</i></p> <div>1</div> <div>2</div> <div>3</div>

No.	Question	Areas of Focus
Q10	<p>With the three Councils in your region (Goulburn Mulwaree, Upper Lachlan, and Yass Valley Councils) working together at a strategic level to better advocate for the region, what would you like to see them focus on?</p> <p><i>Pick up to three topics from the below list, and feel free to add additional comments in the box below.</i></p>	
	Roads, transport, and connectivity	<input type="checkbox"/>
	Business, economic, and tourism opportunities	<input type="checkbox"/>
	Telecommunications	<input type="checkbox"/>
	Community services (including youth, senior, disability, and family support services)	<input type="checkbox"/>
	Community facilities and events	<input type="checkbox"/>
	Culture and the arts	<input type="checkbox"/>
	Sport and recreation	<input type="checkbox"/>
	Agriculture and rural industries	<input type="checkbox"/>
	Footpaths, drainage, and related infrastructure	<input type="checkbox"/>
	Environmental conservation and sustainability	<input type="checkbox"/>
	Customer service improvement	<input type="checkbox"/>
	Council governance, transparency, and communications	<input type="checkbox"/>
	Planning and development	<input type="checkbox"/>
	Regional cooperation and access to greater State and Federal resources	<input type="checkbox"/>
	Other (please specify)	<input type="checkbox"/>



yass valley council
the country the people

2016 Regional Community Strategic Plan

Have your say. Be heard.

Proposed Strategic Priorities

The Regional Community Strategic Plan for the region (comprising Goulburn Mulwaree, Upper Lachlan, and Yass Valley Councils) will be based on the common themes and ideas from each Council's individual CSP. The Councils and their consultants have worked together to develop draft strategic priorities for the following five pillars.



The strategic priorities will lead each of the Councils' strategic actions for the future, and specific action plans will be developed, with responsible parties, accountabilities, deadlines, and outcomes detailed in subsequent planning documents. The idea for these very broad 'strategic priorities' is to identify a clear direction for Councils and the community to focus their attention and efforts long-term.

Please review each of the pillars' proposed strategic priorities, let us know if you support them, and let us know in the comments boxes if you can identify any important oversights or suggestions for improvement. Do remember they are intended to be broad statements, with specific plans of action to achieve them to be developed once these are agreed and endorsed for the Regional CSP.



No.	Question	Strongly support	Support	Indifferent	Oppose	Strongly oppose																																				
Q11	<p>COMMUNITY</p> <p>Below are the five selected draft strategic priorities for the region under the "Community" pillar. Please let us know how much you support each of the following strategies. <i>Also let us know in the comments section if you believe there is anything important that is missing or has been overlooked for this pillar.</i></p> <table border="1"> <tbody> <tr> <td>Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Promote social and community events that cater for a diverse population</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Assist in the prevention of crime and anti-social behaviour/activities</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Protect and embrace cultural identity and heritage</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Maintain a rural lifestyle</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Engage and involve the community in decision making</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table> <p>Are there any important omissions from these strategic priorities for "Community"? Please provide any additional feedback.</p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>						Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Promote social and community events that cater for a diverse population	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Assist in the prevention of crime and anti-social behaviour/activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Protect and embrace cultural identity and heritage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Maintain a rural lifestyle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Engage and involve the community in decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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No.	Question	Strongly support	Support	Indifferent	Oppose	Strongly oppose																														
Q12	<p>ENVIRONMENT</p> <p>Below are the five selected draft strategic priorities for the region under the "Environment" pillar. Please let us know how much you support each of the following strategies. <i>Also let us know in the comments section if you believe there is anything important that is missing or has been overlooked for this pillar.</i></p> <table border="1"> <tbody> <tr> <td>Protect and enhance existing natural environment, including flora and fauna native to the region</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Investigate ways to reduce our carbon footprint</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Adopt environmental sustainability practices</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Protect waterways and catchments</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Maintain a balance between growth, development and environmental protection</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>						Protect and enhance existing natural environment, including flora and fauna native to the region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Investigate ways to reduce our carbon footprint	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Adopt environmental sustainability practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Protect waterways and catchments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Maintain a balance between growth, development and environmental protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Maintain a balance between growth, development and environmental protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																															



No.	Question	Strongly support	Support	Indifferent	Oppose	Strongly oppose
	Are there any important omissions from these strategic priorities for "Environment"? Please provide any additional feedback.					

No.	Question	Strongly support	Support	Indifferent	Oppose	Strongly oppose																														
Q13	<p>ECONOMY</p> <p>Below are the five selected draft strategic priorities for the region under the "Economy" pillar. Please let us know how much you support each of the following strategies. <i>Also let us know in the comments section if you believe there is anything important that is missing or has been overlooked for this pillar.</i></p> <table border="1"> <tbody> <tr> <td>Promote the regional economy</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Capitalise on the region's close proximity to Canberra</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Jointly promote and develop tourism strategies and opportunities within the region</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Support and encourage new and existing business and industry</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Foster, develop and support a diverse agricultural industry</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table> <p>Are there any important omissions from these strategic priorities for "Economy"? Please provide any additional feedback.</p>	Promote the regional economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Capitalise on the region's close proximity to Canberra	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Jointly promote and develop tourism strategies and opportunities within the region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Support and encourage new and existing business and industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Foster, develop and support a diverse agricultural industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Promote the regional economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																															
Capitalise on the region's close proximity to Canberra	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																															
Jointly promote and develop tourism strategies and opportunities within the region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																															
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Foster, develop and support a diverse agricultural industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																															



No.	Question	Strongly support	Support	Indifferent	Oppose	Strongly oppose
Q14	INFRASTRUCTURE Below are the five selected draft strategic priorities for the region under the "Infrastructure" pillar. Please let us know how much you support each of the following strategies. <i>Also let us know in the comments section if you believe there is anything important that is missing or has been overlooked for this pillar.</i>					
	Develop high speed rail links between the region and Canberra, Sydney, and Melbourne	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Improve public transport links to connect towns within the region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Maintain and improve road infrastructure and connectivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Support improvements to health, medical, and educational services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Support the development of new community facilities and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Secure high quality water supplies for the towns in the Region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Collectively provide safe and efficient waste management and recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Support improvements to broadband, and mobile phone and data coverage access across the region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any important omissions from these strategic priorities for "Infrastructure"? Please provide any additional feedback. <div style="border: 1px solid black; height: 150px; margin-top: 10px;"></div>						



No.	Question	Strongly support	Support	Indifferent	Oppose	Strongly oppose
Q15	CIVIC LEADERSHIP Below are the five selected draft strategic priorities for the region under the "Civic Leadership" pillar. Please let us know how much you support each of the following strategies. <i>Also let us know in the comments section if you believe there is anything important that is missing or has been overlooked for this pillar.</i>					
	Provide strong leadership and representation of the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Engage in open and honest communication with the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Collaborate and cooperate as a group of Councils to achieve cost savings and a greater voice in regional planning and funding decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Actively investigate funding sources that will strengthen the region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any important omissions from these strategic priorities for "Civic Leadership"? Please provide any additional feedback. <div style="border: 1px solid black; height: 150px; margin-top: 10px;"></div>					

Some information about you...

Any information you provide here will not be used for any purpose other than to assist us in understanding responses, and allows us to identify if a range of segments of the community have been represented in this survey

No.	Question	Male	Female	Prefer not to answer
Q16	Please Indicate your gender <i>(The gender identity with which you most identify)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> Other (please specify) <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div>			

No.	Question	14 years or younger	15-24 years	25-44 years	45-64 years	Over 65 years	Prefer not to answer
Q17	Please indicate your age bracket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



No.	Question	Best describes my circumstances
Q18	Please indicate which situation below best describes your circumstances. <i>The answer to this question allows us to understand if we have captured a range of respondents and different priorities people may have at different stages of their life.</i>	
	Single and living alone or in a shared household	<input type="checkbox"/>
	Sole parent with dependent children/students who may live with you full or part time	<input type="checkbox"/>
	Partnered / married with no children or children have left home	<input type="checkbox"/>
	Partnered / married with dependent children/students who may live with you full or part time	<input type="checkbox"/>
	Live in group home or care facility	<input type="checkbox"/>
	Prefer not to answer	<input type="checkbox"/>
	Other (please specify)	<input type="checkbox"/>

Thank you very much for your participation in this survey.

We hope to see you at one of the community workshops in late November 2016 (see the flyer overleaf for details). Once the draft CSP is finalised, it will be displayed for public feedback. Watch your local media and Council website for more information soon.

Please place your completed survey into the collection box or one of the envelopes provided to ensure the confidentiality of your responses.

APPENDIX B

ONLINE YOUTH SURVEY





yass valley council
the country the people

Goulburn Mulwaree, Upper Lachlan, and Yass Valley CSP Youth Survey



The Councils of Upper Lachlan, Goulburn Mulwaree, and Yass Valley are working together to prepare a combined Regional Community Strategic Plan (CSP). Over the last five years, each Council has developed its own Community Strategic Plan, but in the fast changing environment of New South Wales, the Councils saw an opportunity to work together at a regional level to strengthen their collective voice when working with State and Federal Governments. A joint regional Community Strategic Plan is the first step in this direction.

The Councils have recognised that in planning for the year 2036, one of the most important groups to talk to is our youth!

YOU are the future of this region!

We have heard a lot about how many young people leave the region as they become adults, and so we invite you to complete this quick survey to tell us a bit more about what you love about your hometown, what is important to you, and how we can work towards making the region a more liveable, vibrant, and accessible place where you might envision a future for yourself!

1. I live in...

- ☐ Goulburn Mulwaree Council
- ☐ Upper Lachlan Shire Council
- ☐ Yass Valley Council

2. I am

- ☐ a student in primary school
- ☐ a student in junior highschool (years 7 to 10)
- ☐ a student in senior high school (years 11 to 12)
- ☐ a student at university, college, or TAFE
- ☐ undertaking an apprenticeship or traineeship
- ☐ no longer a student and working part time or full time
- ☐ no longer a student and not working part time or full time
- ☐ Other (please specify)

3. What is your gender?

- ☐ Male
- ☐ Female
- ☐ Prefer not to answer
- ☐ Other (please specify)

4. What do you like the most about your town/Council area?

5. What do you think are the biggest challenges for young people in your town/Council area?

6. How important are the following things to you, especially when

thinking about whether or not you stay in the region as you get older?

	Very important	Important	Neither important or unimportant	Not really important	Not at all important
The range of employment opportunities and jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to training and further education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet access and reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Places to socialise e.g. restaurants, cafes, pubs, and clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation facilities and clubs e.g. sports, arts, gyms, theatres, bmx tracks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being close to family and friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rural lifestyle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in your community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a voice in local issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of schools and education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Roads and public transport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heritage and culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to health care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to mental health services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community services (e.g. disability support, aged care etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to a range of retail and other shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of access to cities (Sydney, Canberra, or Melbourne)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to access a range of performing arts (live bands, theatre, movies etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)					

7. What are the things you would like to see happen in your town/Council area over the next 20 years? Think about what new facilities, services, or events you would like to see, and what elements of the area you would like to see protected or enhanced.

e.g. "new schools", "new skate park", "keep the rural character", "better public transport to Sydney/Canberra", "more social services for LGBT youth", "more mental health services".

8. When thinking about what you might do in the future as an adult, please tell us how likely the following statements are.

	Definitely	Probably	Possibly	Unlikely	Definitely not
Stay and work/study/raise a family in the region (Goulburn Mulwaree, Upper Lachlan, or Yass Valley)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Move to another regional area for work or study or to be with friends or family and stay indefinitely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Move to another regional area for work or study or to be with friends or family but return after a few years and settle in the region (Goulburn Mulwaree, Upper Lachlan, or Yass Valley)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Move to a city (e.g. Canberra, Melbourne, Sydney) for work or study or to be with friends or family and stay indefinitely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Move to a city (e.g. Canberra, Melbourne, Sydney) for work or study or to be with friends or family but return after a few years and settle in the region (Goulburn Mulwaree, Upper Lachlan, or Yass Valley)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Move overseas, or travel indefinitely and settle elsewhere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go overseas and travel but return after a few years and settle in the region (Goulburn Mulwaree, Upper Lachlan, or Yass Valley)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify) or provide a bit more information if you like

9. When thinking about the things you would like to do or achieve before you turn 30, please tell us which of the following statements apply to you.

- ☐ I would like to undertake a traineeship or apprenticeship
- ☐ I would like to get a university degree
- ☐ I would like to have a family
- ☐ I would like to follow my passions in a creative endeavour (performance, dance, art, writing etc.)
- ☐ I would like to excel in sports or a hobby
- ☐ I would like to travel to other countries
- ☐ I would like to learn and/or run my family business
- ☐ I would like to make a difference in the environment
- ☐ I would like to make a difference in the community
- ☐ I would like to be active in leadership or politics
- ☐ I would like to have a career in science, technology or engineering
- ☐ I would like to have a career in health, care industries, or teaching
- ☐ I am unsure what i would like to do as a career or for work

Other (please specify)

Thank you for taking the time to complete this survey. The Councils of Goulburn Mulwaree, Upper Lachlan Shire, and Yass Valley really believe that you are the future of our region, and it's important to us to know what is important to you!

Please pass this survey on to your friends. We want the Community Strategic Plan to reflect the aspirations and desires of all community members, and we hope that we can get a stronger understanding of what young people in our region really want and need if they are going to consider staying and building their futures in the Southern Tablelands.

Regional Community Strategic Plan

APPENDIX C

STRATEGIC PILLAR
POSTERS FOR
COMMUNITY
DISCUSSION





DESIRED COMMUNITY OUTCOME

**We are a strong and diverse community
that values our rural lifestyle.
Our Region is a safe place where we
want to live, work and socialise now
and into the future.**

COMMUNITY

COMMUNITY STRATEGIES

- 1** Facilitate and encourage equitable access to community infrastructure and services, such as health care, education, and transport
- 2** Promote social and community events that cater for a diverse population
- 3** Assist in the prevention of crime and anti-social behaviour and activities
- 4** Protect and embrace cultural identity and heritage
- 5** Maintain a rural lifestyle
- 6** Engage and involve the community in decision making



DESIRED COMMUNITY OUTCOME

**We have a strong regional economy
experiencing steady growth, which
provides for a range of employment
opportunity within business, agriculture
and tourism industries**

ECONOMY

COMMUNITY STRATEGIES

1 Promote the
regional economy

2 Capitalise on the
region's close
proximity to Canberra

3 Jointly promote and
develop tourism strategies
and opportunities within the
region

4 Support and encourage
new and existing
business and industry

5 Foster and develop
a diverse agricultural
industry

DESIRED COMMUNITY OUTCOME

We appreciate and enjoy our range of natural landscapes and habitats, and protect our natural environment and waterways through the adoption of sustainable practices.

ENVIRONMENT

COMMUNITY STRATEGIES

- 1** Protect and enhance the existing natural environment, including flora and fauna native to the region
- 2** Adopt environmental sustainability practices
- 3** Protect waterways and catchments
- 4** Maintain a balance between growth, development and environmental protection
- 5** Investigate ways to reduce our carbon footprint



DESIRED COMMUNITY OUTCOME

Our community is well serviced and connected to transport, road, health, community, water, energy and communications infrastructure.

INFRASTRUCTURE

COMMUNITY STRATEGIES

1 Develop high speed rail links between the Region, Canberra, Sydney and Melbourne

2 Improve public transport links to connect towns within the Region

3 Maintain and improve road infrastructure and connectivity

4 Support the development of new community facilities and services

5 Secure high quality water supplies for the towns in the Region

6 Collectively provide safe and efficient waste management and recycling

7 Support improvements to broadband and mobile phone and data coverage across the Region



DESIRED COMMUNITY OUTCOME

Our leaders operate ethically and implement good governance. Through working collaboratively access equitable funding to serve the specific needs of our individual Council areas as well as to benefit the greater region.

CIVIC LEADERSHIP

COMMUNITY STRATEGIES

1 Provide strong leadership and representation of the community

2 Engage in open and honest communication with the community

3 Collaborate and cooperate as a group of Councils to achieve cost savings and a greater voice in regional planning and funding decisions

4 Actively investigate funding sources that will strengthen the Region



We are a diverse Region that supports a strong, safe and vibrant community.

Our Region offers a relaxed rural lifestyle that is well connected to services and major business centres.

We embrace growth and promote new employment and development opportunities whilst ensuring our natural environment and waterways are protected through the adoption of sustainable practices.

While retaining our unique characters, our member Councils are committed to working collaboratively for us all to thrive into the future



APPENDIX D

PROJECT FACTSHEETS



The Councils of Upper Lachlan, Goulburn Mulwaree and Yass Valley are working together to prepare a combined Regional Community Strategic Plan (CSP) under the Local Government Act. The Councils are doing this to ensure the Region has a stronger voice in State Government decisions on regional planning and funding to ensure the needs and aspirations of these communities are recognised and fulfilled.

The aim of the draft Regional CSP is to provide a shared vision and objectives to provide clear strategic directions for the long term, and identify the main priorities and aspirations of the communities of the Region. It is envisaged that the draft Regional CSP will be based on the following five pillars:

- A. Community (Life and Welfare in the Community)
- B. Environment (Conditions and Influences in the Area and Sustainability)
- C. Economy (Generation, Distribution, Use of Income and Business Development)
- D. Infrastructure (Facilities, Transport and Systems Serving the Area)
- E. Civic Leadership (System of Government or Management)

The community are invited to attend workshops held across the Region. These workshops will provide an opportunity for everyone to review and provide input into the draft Regional Community Strategic Plan.

Workshops within Upper Lachlan local government area will be held at the following locations:

- **Gunning:** Council Chambers, 123 Yass Street, Gunning - Monday 21 November @5:30pm to 7:00pm
- **Taralga:** Masonic Hall, Orchard Street, Taralga - Tuesday 22 November @5:30pm to 7:00pm
- **Crookwell:** Council Chambers, 44 Spring Street, Crookwell - Tuesday 22 November @7:30pm to 9:00pm

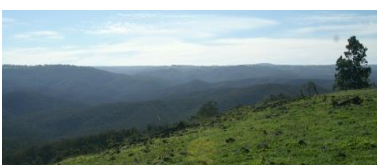
Workshops within Goulburn Mulwaree local government area will be held at the following locations:

- **Tarago:** Tarago Community Hall, Wallace Street, Tarago - Wednesday 23 November @5:30 to 7:00pm
- **Goulburn:** Grace-Millsom Centre, Goulburn Recreation Area, Braidwood Road, Goulburn - Wednesday 23 November @7:30pm to 9:00pm
- **Marulan:** Marulan Hall, George Street, Marulan – Friday 25 November @5:00pm to 6:30pm

Workshops within Yass Valley local government area will be held at the following locations:

- **Gundaroo:** Gundaroo Soldiers Memorial Hall, 52 Cork Street, Gundaroo - Monday 21 November @7:30pm to 9:00pm
- **Yass:** Yass Soldiers Memorial Hall, 82-94 Comur Street, Yass - Thursday 24 November @5:30pm to 7:00pm
- **Murrumbateman:** Murrumbateman Recreation Hall, Barton Highway, Murrumbateman - Thursday 24 November @7:30pm to 9:00pm
- **Binalong:** Binalong Hall, Wellington Street, Binalong - Tuesday 29 November @5:30pm to 7:00pm

A community survey will also be distributed and made available via each Council's website to ensure those unable to attend scheduled workshops can provide input into the draft Regional Community Strategic Plan.





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Regional Community Strategic Plan

What is a Community Strategic Plan?

The NSW Government's Integrated Planning and Reporting Framework (IPRF) is a strategic planning framework for local governments to determine and document their communities' aspirations, and develop plans to achieve them. The structure is based on holistic community engagement to understand communities' desires. Based on that consultation and engagement, Councils develop a range of strategic plans, delivery programs, and operational plans, that are to be reported on annually to track progress. Councils also develop resourcing strategies, taking into consideration finances, workforce planning, and asset management, to support the delivery of the plans.

The Community Strategic Plan (CSP) is the highest level of strategic planning under the framework and sets a vision and strategic priorities for Councils. While Goulburn Mulwaree Council, Upper Lachlan Shire Council, and Yass Valley Council are individual operating entities, representing unique and distinct local government areas, they face similar challenges/circumstances, and share similar aspirations for the future. At the moment, each Council has its own CSP.

Find out more about the IPRF and CSPs at:

<https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework>

Why create a Regional Community Strategic Plan?

In planning for their new CSPs, the Councils identified the synergies and efficiencies to be gained through developing a new joint CSP for the region, an innovative approach that, while meeting the requirements of the Office of Local Government's Integrated Planning and Reporting Framework (IPRF), will be unique in the NSW context.

A joint plan presents a range of positive cooperative opportunities, with a key benefit being a stronger, united voice for the region when working with State and Federal Governments and other stakeholders in seeking support for identified priorities and projects that will benefit the region.

How will it work?

This first Regional CSP will be the result of a review of existing Council CSPs, and the identification of the common themes, shared aspirations, and effective strategies. Feedback from the community will be sought on our draft vision and strategic priorities before they are finalised and put together in the draft Regional CSP. The plan will be distributed for public notification, and will require endorsement from each Council. Councils will then develop individual operational plans, resourcing strategies, and related documents in a cooperative manner, taking into consideration their own resources, strengths, and capabilities.

What do we need from the Community?

This is **your** plan, which we all play a part in delivering. Over the page, we present our proposed vision for the region, and the proposed regional strategic priorities. **We ask you to get involved!** Attend one of our advertised community workshops in your area in late November, or go to our online survey at <https://www.surveymonkey.com/r/GMULYVRegionalCSPSurvey> (or use the QR code overleaf) before Wednesday 30 November 2016.

Our Proposed Regional Vision

We are a diverse Region that supports a strong, safe and vibrant community.

Our Region offers a relaxed rural lifestyle that is well connected to services and major business centres.

We embrace growth and promote new and innovative employment opportunities whilst ensuring our natural environment and waterways are sustainably protected.

While retaining our unique characters, our member Councils are committed to working collaboratively for us all to thrive into the future.

Our Proposed Regional Strategic Priorities

Our three Councils have worked together to develop a set of draft Regional Strategic Priorities for our Regional CSP. We seek your input on these. Is there anything important we have overlooked? Should there be more focus on anything? How can our Councils best support the region? Who should we work with to achieve these? Let us know your thoughts!

Environment

Protect and enhance existing natural environment, including flora and fauna native to the region.

Investigate ways to reduce our carbon footprint.

Adopt environmental sustainability practices.

Protect waterways and catchments.

Maintain a balance between growth, development and environmental protection.

Infrastructure

Develop high speed rail links between the Region, Canberra, Sydney and Melbourne.

Improve public transport links to connect towns within the Region.

Maintain and improve road infrastructure and connectivity.

Support improvements to health, medical and educational facilities.

Support the development of new community facilities and services.

Secure high quality water supplies for the towns in the Region.

Collectively provide safe and efficient waste management and recycling.

Support improvements to broadband and mobile phone and data coverage access across the region.

Community

Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.

Promote social and community events that cater for a diverse population.

Assist in prevention of crime and anti-social behaviour/activities.

Protect and embrace cultural identity and heritage.

Maintain a rural lifestyle.

Engage and involve the community in decision making.

Economy

Promote the Regional economy.

Capitalise on the region's close proximity to Canberra.

Jointly promote and develop tourism strategies and opportunities within the Region.

Support and encourage new and existing business and industry.

Foster and develop a diverse agricultural industry.

Civic Leadership

Provide strong leadership and representation of the community.

Engage in open and honest communication with the community.

Collaborate and cooperate as a group of Councils to achieve cost savings and a greater voice in regional planning and funding decisions.

Actively investigate funding sources that will strengthen the Region.

To provide your feedback, attend one of our Community Workshops in late November, or go to our online survey at <https://www.surveymonkey.com/r/GMULYVRegionalCSPSurvey> before Wednesday 30 November 2016.

