



Delivery Program 2025-29

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A message from the Mayor

The 2025-2029 Delivery Plan outlines Council's efforts to enhance core services and achieve financial sustainability. Since October 2024, Councillors have refreshed the executive team and hired key positions, including a Chief Financial Officer and Corporate Governance experts, to support this mission.

Councillors, as community members, understand the need for improvement and are committed to serving Yass Valley's growing population, projected to reach 27,000 by 2036.

The Council aims to protect the region's rural charm while fostering economic growth and enhancing infrastructure.

The Financial Sustainability Roadmap will focus on:

- Identifying business improvements and Service Reviews.
- Reviewing Water, Sewer, and Domestic Waste finances.
- Developing an overhead attribution methodology.
- Conducting a Property Portfolio Review.
- Enhancing financial management systems and governance.
- Improving asset management.
- Investigating the need for a Special Rates Variation (SRV).

Annual service reviews will ensure continuous improvement, guided by community consultation.

Key projects include the state and federal grant-funded Water Treatment Plant upgrade, improving water quality for Yass, Bowning, Binalong, and Murrumbateman. The Crago Mill Precinct will feature a new Library, Council administration building, heritage Crago Mill restoration, and a Commercial Building to attract economic opportunities.

Performance measures include:

- Economic growth through business establishment and lower vacancy rates.
- Support for First Nations culture and creative expression.
- Advocacy for affordable housing and balanced growth.
- Implementation of the FOGO program.
- Improvement of phone and internet services.
- Maintenance and enhancement of roads.
- Increased community engagement and positive feedback.

We will engage with our residents, collect feedback and idea opportunities through our customer service team. Mondays with the Mayor & Deputy, We will check-in with Community Associations, holding village meetings and roadshows of our strategic plans, along with establishing community advisory committees aligned with our strategic plan pillars.

These committees will leverage local expertise and passion for our community, playing a vital role as, we make Yass Valley *better - together*.

Jasmin Jones

Mayor



About Yass Valley

Our Community's Vision

To build and maintain sustainable communities while recognising and respecting the environment and First nations people of the country.

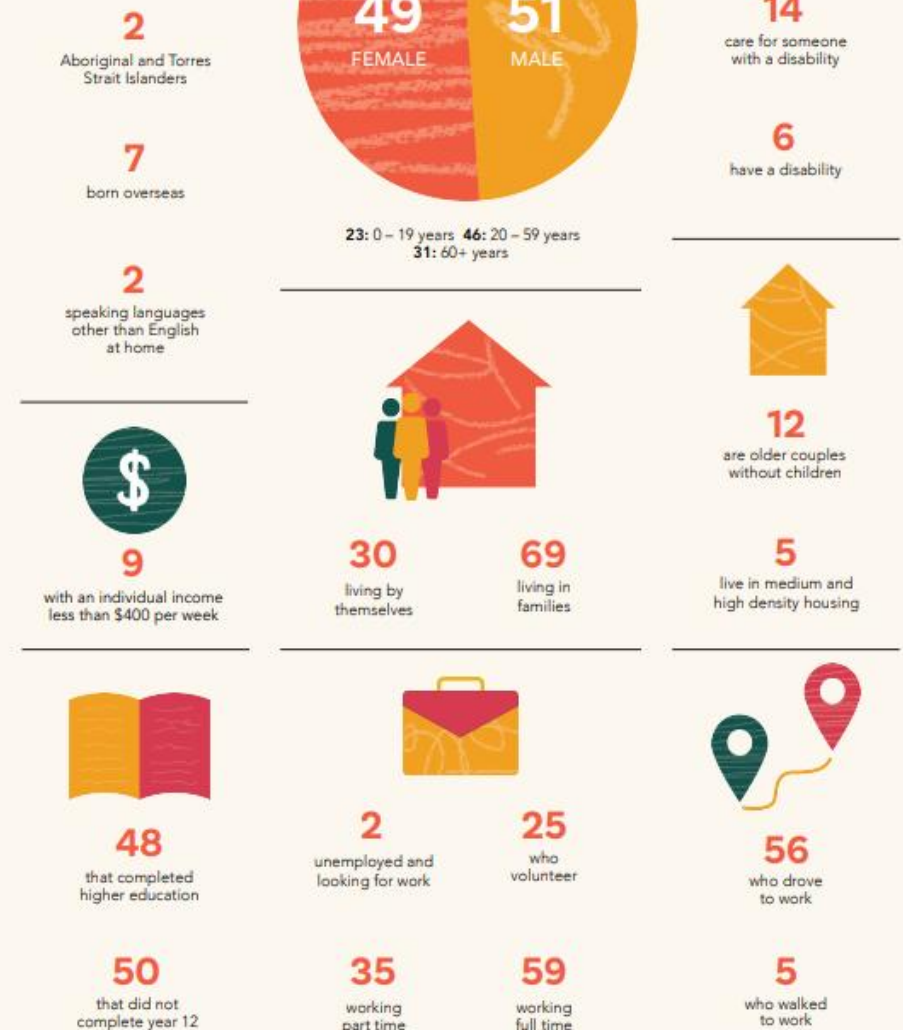
About Yass Valley Council

Yass Valley Council is made up of nine elected Councillors. Elections are held every four years to determine the Councillors who will represent the people of Yass Valley. A Mayor and Deputy Mayor are elected by the Councillors every two years. The day-to-day operations are managed by the CEO and three Directors.

What services does council provide?

- Services and infrastructure, such as roads, waste management, water and sewer.
- Adds value to our lifestyle by enhancing the character and culture of our unique Valley.
- Grows our economy by supporting local businesses and attracting visitors and new residents to our area.
- Protects our green environment, making sure future generations get to use it and enjoy a clean, safe place to live.
- Works to make Yass Valley safe for everyone to enjoy.
- Makes sure facilities and amenities are there for all - pathways, pools, sports facilities, halls and public spaces.
- Ensures sound financial decision-making to keep Yass Valley one of the most 'affordable' regions to live in.
- Engages residents, businesses, individuals and groups across the Yass Valley to determine the needs and aspirations of the community.

If the Yass Valley Council region consisted of 100 people, there would be:



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



Departments at Council

Yass Valley Council has almost 200 employees who work to put the policies and aspirations of the Council into action.

Executive

- CEO
- Director Planning and Environment
- Director Corporate and Community
- Director Infrastructure and Assets

Planning and Environment

- Strategic Planning
- Development Control
- Environmental Health and Compliance
- Ranger Services
- Biosecurity Weeds
- Recreational Assets

Corporate and Community

- Finance - including rates and water billing
- Information Technology
- Customer Service
- Organisational Development
- Records and Information Management
- Media and Communications
- Library Services
- Tourism
- Community and Economic Development

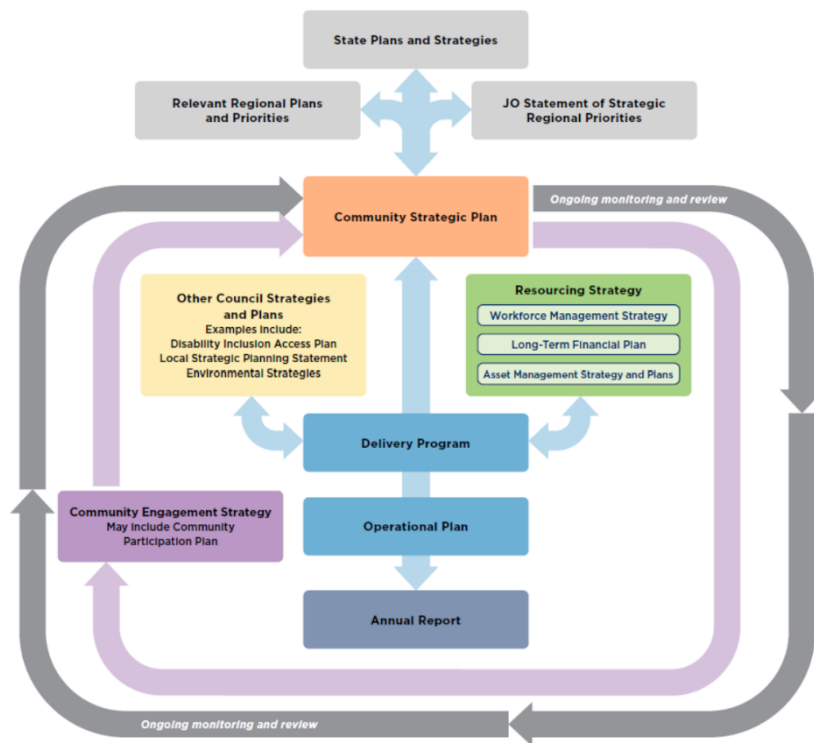
Infrastructure and Assets

- Parks and Gardens
- Water and Sewer
- Road Infrastructure
- Waste and Recycling
- Facilities and Building management
- Cemeteries
- Road Safety

How we plan and report

Councils in New South Wales are required to plan and report in line with the Office of Local Government's Integrated Planning and Reporting Framework.

The framework ensures that Council's plans and policies align with the community's goals and are interconnected rather than operating in isolation. By integrating various plans, Council can maximize its efforts and plan holistically and sustainably for the future.



The framework consists of four key elements:

1. **Yass Valley Community Strategic Plan (CSP)** – Defines the community's shared vision, values, and long-term aspirations, guiding strategies to achieve desired outcomes.
2. **Delivery Program 2025–2029** – Council's four-year commitment to implementing the CSP. It outlines key activities, performance measures, and links all plans, projects, and funding allocations to this program.
3. **Annual Operational Plans and Budgets** – Detail the specific projects and actions undertaken each financial year to achieve the Delivery Program's objectives.
4. **Resourcing Strategy** – The strategy ensures Council has the necessary people, budget, and infrastructure in place to deliver against its commitments. Three medium to long-term components make up the strategy:

Workforce Management Strategy

The Delivery Program assists Council to develop its Workforce Strategic Plan. Considering the activities and services contained in the Delivery Program Council determines the number and types of staff required to deliver the services and activities.

Long-term Financial Plan

The Long-Term Financial Plan (LTFP) prioritises financial sustainability by progressively eliminating operating deficits, establishing a clear revenue path for all rates linked to specific expenditure proposals, and ensuring that any proposed increases in services or assets are financially viable. The LTFP covers a minimum of 10 years and is reviewed and updated annually in conjunction with the development of the Operational Plan. A more detailed review must also be undertaken as part of the four-yearly review of the Community Strategic Plan.

Asset Management Strategy

Council's assets include, but are not limited to, roads, drains, water, sewerage, parks and recreation areas, and public buildings. Their lifecycle and condition can be difficult to determine and are subject to the impacts of adverse climatic conditions and natural disasters. The lifecycle costs of these assets can be large and difficult to determine and often the financing of works goes through peaks and troughs as grants become available. Council's responsibility for the operation, maintenance, renewal, and upgrade of community assets places a significant burden on its budget. To ensure that Council maintains a sustainable asset base, detailed analysis and difficult decision making are required.

Implementing the CSP

To implement the CSP, councils create a **Delivery Program**, which outlines the priority activities and strategies they will undertake over a four-year period aligned to the term of council, to achieve the CSP's strategic outcomes. Each activity in the Delivery Program is directly linked to a CSP outcome.

Each year, council prepares two key documents:

- An **Operational Plan**, detailing specific activities for the year.
- An Annual Budget, detailing the allocation of financial resources.
- A **10-year Long-Term Financial Plan**, outlining funding strategies.

These plans align with the Delivery Program, ensuring a clear connection between long-term goals, financial planning, and required staffing and resources.

Council staff report quarterly, to Councillors and the community, on progress against the elements of the Delivery Program and Operational Plan activities. The Delivery Program is reviewed annually, with minor updates made as needed. If major changes are required, the revised document is publicly exhibited, and Council considers community feedback before adopting it.

Measuring progress and success

Council will review the progress made conducting activities and the outcomes of completed activities each quarter. The quarterly progress report will be tabled at an Ordinary Meeting of Council following the close of the reporting period. The report will be publicly available on Council's website.

Assessment methods

Assessment methods will be described in each activity recorded in the Delivery Program. Assessment methods may include, but not limited to, council and external survey results or the comparison of data from one reporting period to the next.

Sustainable Development Goals

In 2015, United Nations Member States, including Australia, adopted the 2030 Agenda for Sustainable Development, which outlines 17 Sustainable Development Goals (SDGs). These goals serve as a global blueprint for peace, prosperity, and sustainability for people and the planet, now and into the future

As responsible global citizens, we have integrated the principles of the SDGs into the development of this Community Strategic Plan. By aligning our local strategies with these global goals, we ensure that our community not only addresses local priorities but also contributes to the broader vision of sustainable development worldwide.

These are the seventeen SDGs we have considered in the formulation of our strategies:

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduce inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals



Delivery Program

This Delivery Program has been developed in response to the 2042 Community Strategic Plan. It is Council's list of objectives over the next four years in progressing the outcomes the community has told Council are important.

The content of the Delivery Program has been arranged in the same order as the Community Strategic Plan, meaning each section of the Delivery Program can be read in the context of the Community Strategic Plan.

Council's role

Council's role in the CSP and Delivery Program is to:

- **Provide:** Deliver services, infrastructure, programs, planning, and engagement.
- **Collaborate:** Partner with the community, businesses, industry, and government.
- **Advocate:** Represent the community to achieve the best outcomes.

Who are our stakeholders?



Other Yass Valley Council Plans

Planning, Environment and Biosecurity

Yass Gorge Plan of Management 2017-2027
Oak Hill Plan of Management
Climate Change Action Plan
OSSM Strategy
Flood studies and Floodplain Risk Management Plan and Strategy
Yass Settlement Strategy 2019
Local Strategic Planning Statement 2020

Recreational Strategies

Park and Playground Strategy 2017(PDF, 4MB)
Walker Park Strategic Plan 2017(PDF, 1MB)
Strategic Plan Murrumbateman Recreation Grounds 2021
Yass Valley Open Space Strategy 2024
Binalong Recreation Ground Masterplan
Victoria Park Masterplan

Village and street Masterplans

Binalong Masterplan
Bowning Masterplan
Sutton Masterplan
Gundaroo Masterplan
Bookham Masterplan
Wee Jasper Masterplan
Yass Mainstreet Masterplan
Murrumbateman Masterplan

Asset Management Strategies

Parks and Recreation
Stormwater Drainage
Swimming Pools Caravan Parks
Transport
Asset Management Strategy 2022-23

Tourism and Economic Development

DSNSW Destination Action Plan
DSNSW Tablelands Destination Development Plan
Southern Tablelands REDS 2023
CREDS Canberra Region Economic Development Strategy 2022

Water and Wastewater

Yass Valley Water Source Strategy
Water Supply Strategy
Integrated Water Cycle Management Strategy Plan
Development servicing plan - Water supply
Development servicing plan - Sewerage

Council and Community

Bike Plan and Pedestrian Access Mobility Plan 2017-2027
Digital Yass Valley Smart Region Strategy 2017
Community Engagement Strategy
Community Enhancement Funds
YVC Federal and State Government Support Priorities

Financial Sustainability

A financially sustainable Council is one that, over the long - term, will generate sufficient funds to provide the level and scope of services and infrastructure agreed with its community through the Integrated Planning and Reporting process, whilst demonstrating capacity to maintain financial capital and infrastructure capital over the short and long term.

Financial sustainability is a key area of focus for Council, outlined in the Community Strategic Plan and Delivery Program. The position and projections outlined in the “2025-35 Long Term Financial Plan” whilst an improvement to the ‘2024-34 Long Term Financial Plan’ remains unsustainable.

Council will work towards achieving its goal of being financial sustainable and look at all ‘levers’ to improve its financial position and increase sustainability. Acknowledging the level of urgency, significant work needs to be undertaken in a measured and well-planned way, through the development, and implementation, of a ‘Financial Sustainability Roadmap’. This roadmap identifies steps Council will take to progressively reduce its deficits and achieving a balanced budget and strengthening Councils balance sheet position in the short and long term.

Measures currently identified for inclusion in the roadmap:

- Identify business improvement opportunities and areas to undertake service reviews across all functions of Council with a focus on:
 - efficiencies and cost containment/reductions
 - productivity improvements
 - service delivery
- Review Council’s Own Source Revenue streams and identify opportunities for improvement.
- Dedicated effort to achieving improvements in systems, processes, capacity, and capability in the application of Councils governance and financial management.
- Review and improve Council’s Asset Management and Procurement systems to ensure prudent decision making and decreased risk.
- Undertake a review of income and expenditure cost allocation across all funds, such as, but not limited to:
 - Water, Sewer and Domestic Waste Funds.
 - Develop and implement a cost attribution methodology.
 - Pricing of Water, Sewer, and Domestic Waste to ensure revenue meets expenditure requirements.
- Undertake a Property Portfolio Review – identifying core land and building assets, recommend strategies for saleability of existing assets to maximise return to Council along with an investment strategy to obtain/maintain existing assets for future benefit of Council and the Community.
- Develop a detailed Special Rate Variation report, which considers community engagement outcomes, that provides options including potential rate rises and/or service reduction, is reported to Council.
- Continued advocacy to State and Federal Governments for additional operational and capital grant funding. We will also continue to advocate to all levels of government for improved and increased funding for the local government sector to lessen the burden on the community.

How to read this Delivery Program

Each Delivery Program activity is identified as being an ‘action’ which progresses a strategy contained within the Community Strategic Plan. An example is provided below:

CSP Strategy	Delivery Program Principal Activity
CO 2 Events celebrate the identity of our towns, villages and suburbs, heritage and culture. Advocate Collaborate	CO 2.1 Support community events and activities which celebrate local identity, heritage, and culture

Budget Forecast for each CSP Outcome Area

The Delivery Program assists Council in developing a financial forecast for the funding required over a 4-year period, to enable delivery of actions that are identified as priorities. The 4-year budget forecast is shown at the beginning of each CSP Theme. The primary document in this process is the Community Strategic Plan (CSP), which sets out the community's long-term goals for the Local Government Area over at least ten years. Councils develop the CSP in consultation with their communities.

Evaluation

How will we evaluate success of the Delivery Program?

Assessing the success of the Delivery Program is knowing when we have completed an activity and understanding the results of completing the activity. Each activity has an associated “measure of success”. The extent to which that measure of a success is achieved will inform the evaluation of the activity.

Simply completing the activity is not always a measure of success. For example, a Council activity might be providing traineeships for young people starting their working career. While the activity is considered complete when the trainee finishes the training and is awarded the qualification, it is equally important to understand whether the person went on to find further employment because of the traineeship. For example, having two trainees be awarded a qualification is one measure of the completion of the activity, having both trainees find ongoing employment utilising the qualification is a measure of the value of conducting the activity.

Our Community's Vision

To build and maintain sustainable communities while recognising and respecting the environment and First nations people of the country.

Yass Valley - Strategic Priorities:

Our Community (CO)

1. Our health and well-being are supported by equitable access to services
2. We have a vibrant, inclusive, and creative community life
3. Our community is connected, safe and proud

Our Economy (EC)

1. Our location attracts business and industry to our region, boosting our local economy and jobs.
2. Our local established and emerging businesses are supported to thrive.
3. Our community can access education, training and employment options.

Our Environment (EN)

1. Our natural environment is maintained, protected and enhanced in line with community expectations.
2. Our community is resilient to climate impacts.
3. We have a robust planning framework that protects and maintains our rural character and natural landscapes.



Our Infrastructure (IN)

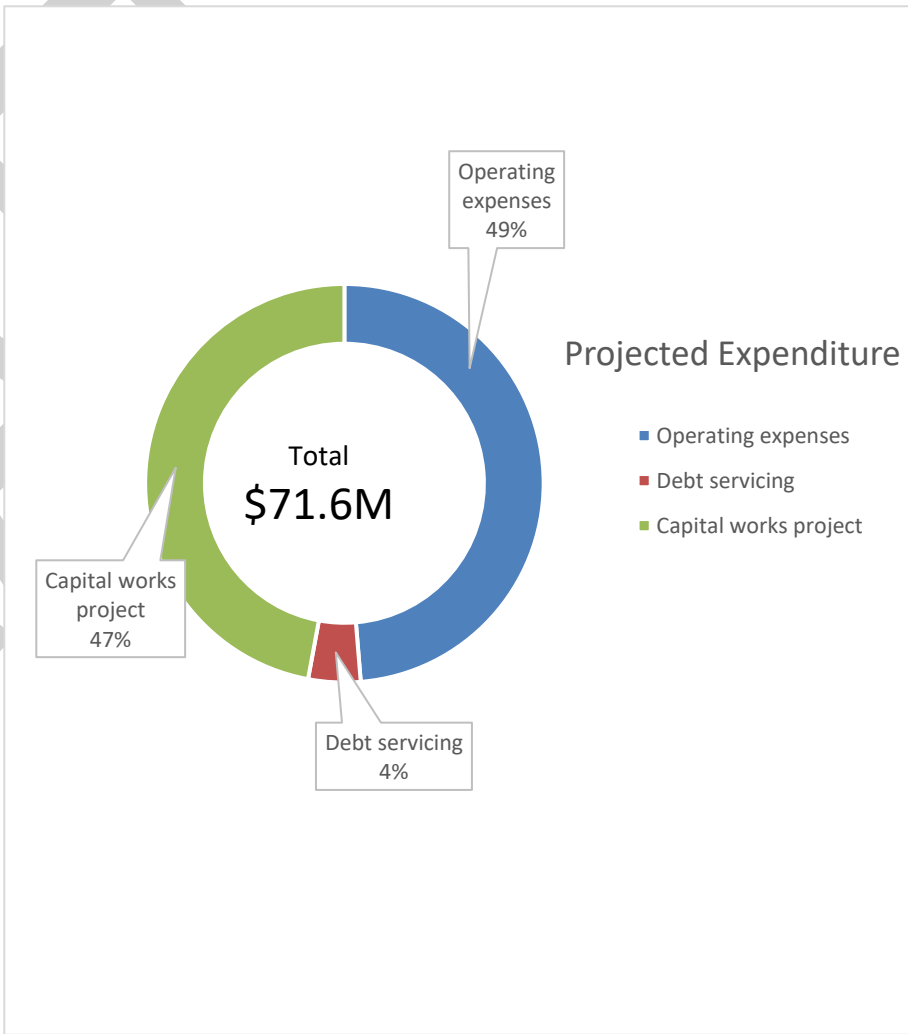
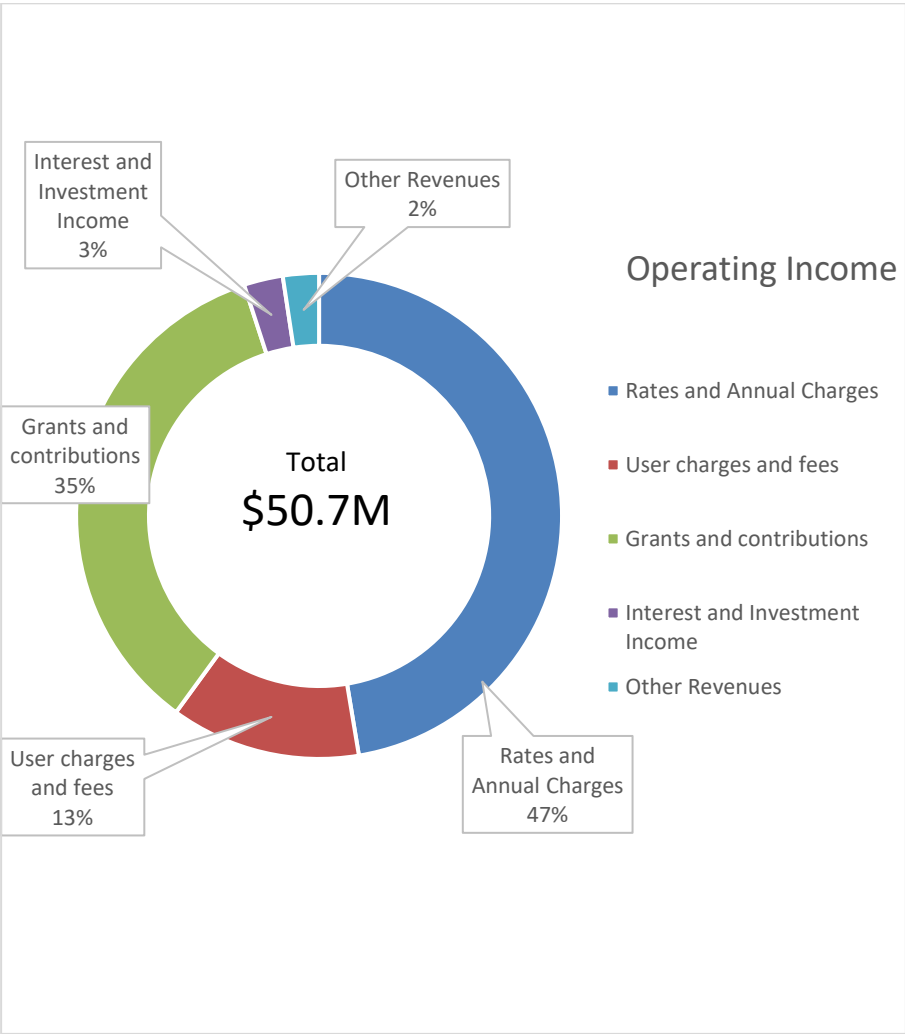
1. We are proud of our liveable and accessible local places and spaces.
2. Our existing community infrastructure is maintained and we plan for and support the development of infrastructure that meets community need
3. Water, waste and sewerage services meet the needs of our community.
4. We advocate for a more stable communication network.

Our Civic Leadership (CL)

1. Council is an effective, responsible and innovative organisation

2025-26 Budget Summary

Budget Snapshot



Our Community (CO)

We are a network of vibrant, inclusive, and diverse communities that value our rural and regional lifestyle.

Council will work with the following partners to achieve outcomes:	Other guiding Council strategies and plans:
Southern Tablelands Art	Reconciliation Action Plan
NSW Health	Climate Change Master Plan
State Library of NSW and Public Libraries Australia	Yass Valley Disability Inclusion Action Plan
Headspace Yass	Council Engagement Strategy
Local community associations and businesses	Digital Yass Valley – Smart Region Strategy
Yass Liquor Accord	Community Enhancement Fund Agreements (Rye Park, Bango etc)
NSW Farmers Federation	
Canberra Region Joint Organisation	
Onerwal LALC	
Business Chamber	

Our Health and Wellbeing are supported by equitable access to services

CSP Strategy	Delivery Program Principal Activity	Measures	Responsibility
CO.1 Our community can access health and community services that support physical health and mental wellbeing Collaborate Advocate	CO 1.1 Support current and emerging programs to deliver physical health and mental wellbeing to our community	Community projects and programs supported Community-based agency partnerships facilitated Community satisfaction with community programs	Corporate and Community Directorate
		Advocate and collaborate with NSW Health support local community programs. Relationship with Southern NSW Local Health District	Corporate and Community Directorate
	CO 1.2 Support organisations to provide needs-based assistance to vulnerable members of our community	Community projects and programs supported to deliver assistance	Corporate and Community Directorate
	CO 1.3 Improve access to information and lifelong learning through access to library services and information technology	Library visits Library offered tech support classes Advocacy for improved connectivity in the region	Corporate and Community Directorate

We have a vibrant, inclusive and creative community life

CSP Strategy	Delivery Program Principal Activity	Measures	Responsibility
CO 2 Events celebrate the identity of our towns, villages and suburbs, heritage and culture. Advocate Collaborate	CO 2.1 Support community events and activities which celebrate local identity, heritage, and culture	Events or activities supported by Council across the Yass Valley	Corporate and Community Directorate

We have a vibrant, inclusive and creative community life

CSP Strategy	Delivery Program Principal Activity	Measures	Responsibility
CO 3 Creative expression through arts and culture is encouraged. Provide Collaborate	CO 3.1 Promote creative arts groups and organisations to support and celebrate creative expression through arts and culture	Promotion of creative expression through arts and culture by Council	Corporate and Community Directorate
CO 4 Traditional owners and First Nations to Country is recognised and supported Collaborate Advocate	CO 4.1 Respect and promote our cultural heritage and diversity and partner with and acknowledge Traditional Owners and First Nations people	Recognition and support of First Nations/Indigenous culture and heritage	Corporate and Community Directorate
CO 5 Community development is supported to enhance resilience and connection Provide Collaborate	CO 5.1 Support the development and implementation of a Statewide framework for social infrastructure and cohesion with a focus on disaster risk reduction	CRJO Resilience Blueprint are considered in State community development program	Corporate and Community Directorate

Our community is connected, safe and proud

CSP Strategy	Delivery Program Principal Activity	Measures	Responsibility
CO 6 Community connectivity and informal support networks support participation in a broad range of activities. Collaborate	CO 6.1 Council lobbies telecommunications providers and State Government to improve community connectivity	Improved community connectedness	Corporate and Community Directorate
	CO 6.2 Council works with Canberra Regional Joint Organisation (CRJO) to create a regional telecommunication working party	Improved connectivity for businesses	Corporate and Community Directorate

Our community is connected, safe and proud

CSP Strategy	Delivery Program Principal Activity	Measures	Responsibility
CO 7 We support and promote services, community groups and local initiatives as a way of including new residents and supporting existing residents Provide Collaborate Advocate	CO 7.1 Council works to promote services and access to various community groups to help include new residents and support existing residents	Companion animals are registered Uptake of community animal microchipping opportunities Increase in desexed companion animals	Planning and Environment Directorate
		Provision of updated community services directory	Corporate and Community Directorate
		New residents accessing new residents pack	Corporate and Community Directorate
		Interagency meetings attended Number of agencies/community groups attending	Corporate and Community Directorate
CO 8 We support our community partners to foster respect and safety Provide Collaborate Advocate	CO 8.1 Council actively works with stakeholders and community partners to enhance safety and foster respect across the region	Reduced level of crime Reduced community perception of crime	Corporate and Community Directorate
		# LEMO	Corporate and Community Directorate
		Resilience is increased Higher level of funding identified to cope with climatic changes	Corporate and Community Directorate
		Betterment funding included in future natural Disaster Declarations	CEO

Our Economy (EC)

We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities

Council will work with the following partners to achieve outcomes:	Other guiding Council strategies and plans:
Council will need to work with the following partners to achieve outcomes:	Climate Change Master Plan
NSW Food Authority	Council Engagement Strategy
Yass Valley Business Chamber	Digital Yass Valley – Smart Region Strategy
Department of Regional NSW	DSNSW Destination Action Plan
Department of Planning, Industry and Environment	DSNSW Tablelands Destination Development Plan
CRJO	CREDS Canberra Region Economic Development Strategy
NSW Farmer Federation	
Transport for NSW	

Our location attracts business and industry to our region, boosting our local economy and jobs

CSP Strategy	Delivery Program Principal Activity	Measures	Responsibility
EC. 1 Enable business and industry growth and development. Provide Collaborate Advocate	EC. 1.1 Develop business planning strategy to work with local businesses to strengthen local economy	New businesses starting up/moving to area Decrease in vacancy rates	Corporate and Community Directorate
EC. 2 Promote the region as an ideal location for businesses and industry. Provide Collaborate Advocate	EC. 2.1 Promote Yass Valley as a destination of choice for compatible businesses and visitors	Increased visitor numbers Increased length stay Increase in businesses investing in area	Corporate and Community Directorate

Our local established and emerging businesses are supported to thrive

CSP Strategy	Delivery Program Principal Activity	Measures	Responsibility
EC. 3 Foster a diverse, adaptive and innovative agricultural industry. Provide Collaborate Advocate	EC. 3.1 Work with Yass Valley's agriculture industry to identify challenges and opportunities facing the industry, and develop a strategy to foster innovation, including agritourism	Increased diversity of agricultural activities	Corporate and Community Directorate

Our local established and emerging businesses are supported to thrive

CSP Strategy	Delivery Program Principal Activity	Measures	Responsibility
EC. 4 Support businesses to develop by streamlined processes and business support. <i>Collaborate</i>	EC. 4.1 Work with businesses to identify opportunities for simplified processes and business support including education for small businesses	Increased business participating in council's business activities Decrease in compliance issues with small business	Corporate and Community Directorate
EC. 5 Businesses are supported and resilient to adapt and respond to shocks and natural disasters <i>Collaborate</i>	EC. 5.1 Implement CRJO Resilience Blueprint to assist economic response to natural, economic, or medical disasters	Businesses report on resilience plans	CEO & EMT
EC. 6 The local and regional tourism offering is expanded, increasing visitation to the region <i>Collaborate</i>	EC. 6.1 Collaborate with Destination Southern NSW to deliver tourism business development initiatives for the Yass Valley	Advocate through companies and regional, state & national telecommunications bodies for improved connections to the whole of the Yass Valley	Corporate and Community Directorate

Our community can access education, training and employment options

CSP Strategy	Delivery Program Principal Activity	Indicator	Responsibility
EC. 7 Delivery of diverse educational programs within the community, from early childhood through to higher education <i>Advocate</i>	EC. 7.1 Advocate for new or expanded education and training infrastructure as the community grows.	Support analysis of education needs as population changes	Corporate and Community Directorate

Our community can access education, training and employment options

CSP Strategy	Delivery Program Principal Activity	Indicator	Responsibility
EC.8 Create clear and accessible pathways that connect training and education with employment opportunities, ensuring a smooth transition from learning to work Advocate	EC. 8.1 Advocate to Tafe NSW, NSW Department of Education and local industry to investigate opportunities to improve opportunities to connect learning with local employment including with Council.	Opportunities identified for stronger connection between Tafe NSW, NSW Department of Education and local industry	Corporate and Community Directorate
EC.9 Foster job creation and equip employers to develop a skilled and capable workforce Collaborate Advocate	EC 9. 1 Support local business networks to provide training and resource support to develop and promote the Yass Valley as an accessible business community	Yass Valley considered an accessible and desirable place to do business	Corporate and Community Directorate

Our Environment (EN)

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

Council will work with the following partners to achieve outcomes:	Other guiding Council strategies and plans:
Local Land Services (Funding for the Weed Action Plan)	Climate Change Action Plan
YVC Weeds Advisory Group (Priorities for actions to be undertaken)	Masterplans/Plans of Management
Crown Lands (CRIF Grants)	Yass Settlement Strategy 2036
NSW Farmers Federation	Flood studies and Floodplain Risk Management Plan and Strategy
Department of Planning and Environment	OSSM Strategy
Onerwal LALC	
ACT Government	

Our natural environment is maintained, protected and enhanced in line with community expectations.

CSP Strategy	Delivery Program Principal Activity	Indicator	Directorate
EN. 1 Protect and enhance the existing natural environment, including flora and fauna native to the region. Collaborate	EN. 1.1 Collaborate with community and Government to protect and enhance the natural environment	Compliance achieved	Planning & Environment Directorate
		On-site sewage management system functioning satisfactorily	Planning & Environment Directorate
EN. 2 Implement effective integrated weed management Provide Collaborate	EN. 2.1 Priority weed management is identified and implemented	Priority weed management is identified and implemented	Planning & Environment Directorate
EN. 3 Protect and rehabilitate waterways, catchments, and groundwater. Collaborate	EN. 3.1 Continue providing support for Yass Dam and Yass River improvement program, to address water quality issues and improve water supply for the growing community	Vegetation maintenance programs supported	Infrastructure & Assets Directorate

Our community is resilient to climate impacts

CSP Strategy	Delivery Program Principal Activity	Indicator	Directorate
EN. 4 Investigate and implement approaches to reduce our carbon footprint. Provide Collaborate	EN. 4.1 Investigate the use of electric and low emission powered vehicles as part of Council Commercial and Operational Fleet	Number of electric and low emission vehicles included in Council's fleet increasing.	Infrastructure & Assets Directorate

Our community is resilient to climate impacts

CSP Strategy	Delivery Program Principal Activity	Indicator	Directorate
EN. 5 Mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices Collaborate	EN. 4.2 Advocate for additional electric vehicle charging locations throughout Yass Valley	# electric vehicle chargers installed	Infrastructure & Assets Directorate
	EN. 4.3 Investigate and install renewable power generation systems and energy reducing technologies in Council facilities.	Reduced energy usage across council	Infrastructure & Assets Directorate
	EN. 5.1 Council will work with others to reduce tree and biodiversity loss, while streamlining development processes	Tree Management policy developed Compliance with Biodiversity Conservation Act	Planning and Environment Directorate

We have a robust planning framework that protects and maintains our rural character and natural landscapes

CSP Strategy	Delivery Program Principal Activity	Indicator	Directorate
EN.6 Growth is strategically planned to ensure liveability Collaborate	EN 6.1 Forward planning is undertaken to integrate environmental, social, and economic factors for the benefit of the community and region.	Complete a growth strategy for the Yass Valley	Planning and Environment Directorate

We have a robust planning framework that protects and maintains our rural character and natural landscapes

CSP Strategy	Delivery Program Principal Activity	Indicator	Directorate
EN.7 Plan for sufficient residential and economic land availability and employment generation Collaborate Provide	EN 6.1 Forward planning is undertaken to integrate environmental, social, and economic factors for the benefit of the community and region.	Yass Valley Economic Development Strategy adopted	Corporate and Community Directorate
EN. 8 Plan for the provision of a variety of affordable and quality and housing types Collaborate Provide		Continue to plan for the development of Parkwood	Planning and Environment Directorate
EN. 9 Our local character is maintained through the protection and preservation of our built, cultural and natural heritage Collaborate Provide	EN. 9.1 We will encourage and implement progressive urban design, sensitive to environmental and heritage issues and maintaining local character.	Masterplans include considerations to protection rural character, while also delivering housing growth.	Planning and Environment Directorate

Our Infrastructure (IN)

Our community is well serviced and connected to built, social, and communications infrastructure

Council will work with the following partners to achieve outcomes:	Other guiding Council strategies and plans:
Transport For New South Wales (TfNSW)	Bike Plan – Pedestrian Access mobility Plan 2017
Department of Regional NSW	Park and Playground Strategy
Department of Planning and Environment	Asset Management Strategy and Plans
Department of Health	Rye Park Wind Farm Community Enhancement Fund Agreement
Telecommunications Industry	Yass Valley Open Space Strategy 2024
Community Groups and Sports Clubs	Rye Park Wind Farm Community Enhancement Fund Agreement
Department of Climate Change, Energy, Environment and the Water	Masterplans and Plans of Management
ACT Government	Yass Valley Open Space Strategy

We have transport links that connect towns within the region and increase access to significant centres.

CSP Strategy	Delivery Program Principal Activity	Indicator	Responsibility
IN.1 Deliver improved and increased public and community transport services within the region <i>Advocate</i>	IN. 1.1 Advocate through relevant authorities to ensure adequate public and community transport services	# have access to public and community transport	Planning and Environment Directorate
IN. 2 Plan for, maintain and improve road networks <i>Provide</i>	IN. 2.1 Transport Asset Management Plan meets community needs	Completion of Transport Asset Management Plan and annual reviews	Infrastructure & Assets Directorate
	IN. 2.2 Support NHVR to manage the efficient and effective movement of goods within the LGA	Number of NHVR requests completed	Planning and Environment Directorate
IN.3 Seek funding to improve road conditions and connectivity <i>Advocate</i>	IN. 3.1 Continue advocacy in regional forums and collaboration with key stakeholders to improve public transport and highway connectivity	Improved funding allocations	Chief Executive Officer Infrastructure & Assets Directorate
	IN. 3.2 Advocate for funding of the Barton Highway duplication, Murrumbateman Bypass, Binalong Bypass and Sutton Bypass.	Commitment Secured	Chief Executive Officer
IN. 4 Expand and connect footpaths, trails and cycleways to encourage walking, cycling and other forms of sustainable transportation <i>Advocate</i>	IN. 4.1 Improve the amenity of our roads, pathways and drainage network	Grant funding opportunities applied for and secured	Infrastructure & Assets Directorate
	IN 4.2 Advocate for Rail Trail Project	Funding commitment secured	Infrastructure & Assets Directorate

We are proud of our liveable and accessible local places and spaces.

CSP Strategy	Delivery Program Principal Activity	Indicator	Responsibility
IN.5 Ensure community facilities are comfortable, accessible and meet diverse residents' needs Provide Collaborate	IN. 5.1 Maintain community facilities to be safe and functional.	Community facilities are well used User satisfaction with facilities	Infrastructure & Assets Directorate
	IN 5.2 Manage and facilitate the use of community, sport, recreation and open space facilities through Plans of Management	Plans of Management are implemented Community facilities are well used User satisfaction with facilities	Planning and Environment Directorate
IN. 6 Preserve and enhance green open spaces, ensuring accessibility, maintenance and natural beauty Provide Collaborate	IN 6.1 Plan for community facility, sport, recreation, play, open space infrastructure provision and support project delivery	Number of projects developed Number of projects funded Number of projects delivered	Planning and Environment Directorate
IN. 7 Encourage community pride through the beautification and upkeep of our villages and towns Provide Collaborate	IN. 7.1 Improve the amenity of our public spaces	Community satisfaction with public space amenity	Infrastructure & Assets Directorate
IN. 8 Invest in quality sports and recreation facilities that promote active lifestyles across all ages Provide	IN. 8.1 Undertake projects to improve recreation facilities, public toilets and sporting grounds and facilities	Implement Yass Valley Open Space Strategy recommendations	Planning and Environment Directorate
IN. 9 Develop and maintain parks, gardens, and playgrounds that offer safe inclusive spaces for relaxation and play	IN 9.1 Operate and maintain safe and inclusive recreation facilities, public toilets, sporting facilities and natural assets with community committees and groups	Implement Yass Valley Open Space Strategy recommendations	Planning and Environment Directorate

We are proud of our liveable and accessible local places and spaces.

CSP Strategy	Delivery Program Principal Activity	Indicator	Responsibility
IN.10 Design functional streetscapes that enhance local character, promote walking and create a sense of place	IN. 10.1 Work with business and community to make our streetscapes more vibrant and accessible	Streetscapes are activated and accessible	Planning and Environment Directorate

Our essential infrastructure is sound and reliable

CSP Strategy	Delivery Program Principal Activity	Indicator	Responsibility
IN. 11 Ensure high quality water supply options for the towns in the region Provide Collaborate	IN. 11.1 Ensure high quality water supply options for the towns in the region and confirm ACT agreement to supply water	ACT-NSW water supply agreement executed	Infrastructure & Assets Directorate Chief Executive Officer
	IN. 11.2 Complete upgrade of Yass Water Treatment Plant	Water treatment plant commissioned	Infrastructure & Assets Directorate
IN. 12 Provide safe and efficient sewerage services across the region Provide Collaborate	IN. 12.1 Secure funding for augmentation of Yass Sewerage Treatment Plant	Funding secured	Infrastructure & Assets Directorate
	IN. 12.2 Maintain sewerage facilities.	Sewerage facilities functioning satisfactorily	Infrastructure & Assets Directorate Chief Executive Officer
IN. 13 Our waste management practices are accessible and efficient Provide Collaborate	IN. 13.1 Implement Food Organics and Garden Organics	FOGO implemented in accordance with requirements	Infrastructure & Assets Directorate
	IN. 13.2 Conduct a waste audit and a review of waste transfer stations	Waste audit and review conducted – recommendations considered	Infrastructure & Assets Directorate

Our essential infrastructure is sound and reliable

CSP Strategy	Delivery Program Principal Activity	Indicator	Responsibility
IN. 14 Mobile telephone blackspot areas are removed <i>Advocate</i>	IN 14.1 Advocate with government and telecommunications peak bodies for elimination of communication blackspots	Advocacy occurring Blackspots eliminated	Chief Executive Officer
IN. 15 Deliver a reliable telephone and high speed internet communication network <i>Advocate</i>	IN 15.1 Advocate for improved internet and phone services to meet the growing population and demand.	Advocacy occurring Internet and phone services improved	Chief Executive Officer

Our Civic Leadership (CL)

Our leaders operate ethically and implement good governance

Council will work with the following partners to achieve outcomes:	Other guiding Council strategies and plans:
NSW Food Authority	Reconciliation Action Plan
NSW Health	Council Engagement Strategy
NSW OLG – Companion Animals	Digital Yass Valley – Smart Region Strategy
Office of Local Government	
Canberra Region Joint Organisation	
Country Mayors	
Emergency Services	

Council is an effective, responsible, and innovative organisation.

Strategy	Delivery Program Principal Activity	Indicator	Responsibility
CL. 1 Council resources, practices and processes are undertaken in a manner that meets legislative requirements. Provide Collaborate	CL.1.1 Develop a WHS Management System	Reduced number of safety incidents	Executive Management Team
	CL. 1.2 Support and drive the identification of business improvement opportunities and service reviews	Number of service reviews completed Number of business improvement initiatives delivered	Executive Management Team
	CL. 1.3 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs	Assets managed Council continues to develop the organisation to manage growth and change	Executive Management Team
	CL. 1.4 Manage Councils systems, processes and projects in a sustainable way that maximises value for money for ratepayers.	Number of service reviews completed Number of business improvement initiatives delivered	Executive Management Team
	CL. 1.5 Council Financial Sustainability Improvement Strategy to ensure improvement in the short and long term	Significant Improvements made to Council's financial position including Deficits reduced; Balance sheet position strengthened.	Executive Management Team
CL. 2 Governance provides a sound basis for decision making. Provide Collaborate	CL. 2.1 Decisions made in accordance with LG Act and Regulations	Decisions are made within delegations	Executive Management Team
	CL. 2.2 Ensure our Integrated Planning and Reporting responsibilities are met	Compliance achieved	Executive Management Team
CL.3 Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region. Provide Collaborate	CL. 3.1 Council actively participates in CRJO and regional interest groups to identify and action opportunities for our region	Active participation in CRJO and regional interest groups	Executive Management Team

Our community is informed and engaged in decision making

Strategy	Delivery Program Principal Activity	Indicator	Responsibility
CL. 4 Our community is empowered to access engagement opportunities and provide input into the future direction of the region. Provide Collaborate	CL. 4.1 Community Engagement Strategy and Guidelines are informed by best practice and community needs	Increased community participation in Council's engagement opportunities	Executive Management Team
	CL. 4.2 Engage with the community with respect to service reviews and discuss options to ensure future financial sustainability	Engage with the community on service reviews being completed	Executive Management Team
CL. 5 Residents have access to timely, relevant and accurate information about issues that affect them Provide Collaborate	CL. 5.1 Ensure our community is actively informed about Council's news and activities	Timely and relevant access to Council information	Executive Management Team
	CL. 5.2 Provide a quality customer experience through face-to-face and online contact in line with the customer promise	Customer satisfaction with experience	Executive Management Team

Corporate Enablers

Our workforce is our greatest asset, and we celebrate our people who contribute every day to the achievement of services to the community. Council's ambitions simply cannot be realised without our dedicated and motivated workforce.

At Yass Valley Council, "Corporate Enablers" are resources, processes, or individuals that facilitate and support the achievement of the organisation's goals and objectives, often by removing obstacles and empowering teams to succeed. They matter because they improve efficiency, foster innovation, and enhance overall organisational performance. These services and their activities, categorized under Outcome 5 for budgeting purposes, include:

Function	Activity
Information Technology	<p>Engage with and understand our 'internal and external customers' to help them deliver effective services.</p> <p>Strengthen our approach to disaster recovery and cyber security to ensure we are in a strong position to mitigate and respond to any threats.</p> <p>Work closely with services on key transformational projects to streamline, automate and drive efficiencies across all our key areas.</p>
Media and Communications	<p>Provide communication and engagement channels that create a positive experience for those who interact with the Council, so people are empowered to get involved, have their say, ask questions, and feel that their feedback is valued.</p> <p>Ensure that Council messages do not conflict and that we remain on message and on-time, and that we are giving audiences clear and concise information from a single trusted source.</p> <p>Promote understanding of Council objectives, values, services, challenges, and achievements.</p>
Council and Corporate Governance	<p>Promote ethical behaviour through awareness and advice, and manage investigations of alleged corruption, maladministration or breaches of the Code of Conduct.</p> <p>Providing a source of assurance about the Council's arrangements for managing risk, maintaining an effective control environment, and reporting on financial as well as non-financial performance.</p> <p>Participate in reviews and forums and make submissions that affect the community in respect to local government governance.</p>
Executive Services	<p>Provide support to the Mayor, Councillors and the Executive Leadership team.</p> <p>Manage council's meeting calendar, meeting processes and business papers to ensure transparent decision making.</p>

Financial Management Services	<p>Ensure financial management policies, procedures, processes, and reporting is compliant with legislative and statutory requirements.</p> <p>Provide Councillors, Executive Management, Managers and staff with timely and accurate financial information and advice to inform decision making.</p>
Human Resource Management	<p>Work together, be open, honest, fair and inclusive.</p> <p>Ensure human resources management policies, procedures and practices are person centered and compliant with statutory requirements.</p>
Internal Audit	<p>Undertake the audit program as agreed with the Audit and Risk and Improvement Committee (ARIC) to ensure Council's operations are ethical and efficient.</p> <p>Build a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.</p> <p>Internal Audit function provides a quality, independent and objective audit service that effectively meets the Council's needs, adds value, improves operations, and helps protect public resources.</p>
Work Health and Safety	<p>Build a system that facilitates the implementation and maintenance of a robust WHS management program, ensuring compliance and promoting a safe workplace for all employees.</p> <p>Encouraged greater ownership of health and safety across the Council, to manage the challenges arising from evolving employment and operational arrangements.</p> <p>Enable the exchange of information on best practice and successful initiatives, enabling the roll out across Council, to achieve better outcomes for workers.</p>
Customer Service	<p>Provide superior Customer Service to the community in line with Council's adopted Customer Service Charter.</p> <p>Engages with internal stakeholders to improve and simplify Council's business processes.</p>