

Upper Lachlan
Shire Council



ANNUAL REPORT



2023-2024

TABLE OF CONTENTS**(In compliance with Section 428 of the Local Government Act 1993)**

Description	Page No
Chief Executive Officer's Review of Operations	2-4
Senior Staff Contact Details	4
Elected Councillors	5
Statement of Ethical Principles	6
Audited Financial Statements (A complete copy attached as Annexure "A")	7
1. General Information	9-10
Strategic Task List Performance Indicators	11
Financial Summary	12-15
Council Organisation Structure	16
2. Operational Plan Principal Activities – Key Performance Indicators	17-44
3. Condition of Public Works	45-48
4. Legal Proceedings Detail	48
5. Elected Members – Mayoral and Councillors' Expenses and Facilities	49-62
6. Statement of Remuneration for Senior Staff; (b) per Clause 217 (1)	63
7. Contracts	64-65
8. Rural Fire Service Activities	66
9. Cultural, Library and Tourism Services	67-76
10. Private Works	77
11. Section 356 Contributions	78-79
12. Human Resources Activities	80-81
13. Equal Employment Opportunity (EEO) Management Plan	82
14. Delegations to External Bodies	83-85
15. Biosecurity (Weeds) Report	86
16. Controlling Interest in Companies	87
17. Partnerships, Co-Operatives and Joint Ventures Statement	87
18. Rates and Charges Abandoned	87
19. Private Swimming Pools	87
20. Companion Animals	87
Local Government (General) Regulation 2021 requirements per Clause 217(1):-	
(a) Overseas Visits funded by Council	89
(c) Activities for Children	89
(d) Access and Equity Activity Summary	90
(e) Category 2 Businesses Activities and Competitive Neutrality	91
(f) Stormwater Management Services	91-92
Government Information (Public Access) Act 2009 and Regulation	92-97
Public Interest Disclosures Act Report	97
Privacy and Personal Information Act 1998 Compliance Requirements	99
Environmental Planning and Assessment Act 1979 Planning Agreements	100-103
Modern Slavery Act 2018 and Local Government Act 1993	104
Delivery Program Principal Activities Action Report (Included as Annexure "B")	105-114
Social and Community Plan (attached as Annexure "C")	
Disability Inclusion Action Plan (attached as Annexure "D")	
State of the Shire Report (attached as Annexure "E")	



Chief Executive Officer, Ms Alex Waldron

Chief Executive Officer’s Review of Operations

The 2023/2024 financial year involved many challenges, the most significant being financial sustainability. As with many Councils in NSW, Upper Lachlan Shire Council has found itself in the position where general revenue has not kept pace with operating costs. This was the catalyst for Council decision to investigate and consult on a Special Rate Variation (SRV), ultimately ending with the decision by Councillors not to apply, leading to a review of assets and service priorities.

The focus over the past 12 months has been delivering on many of the grant-funded projects with over \$27 million in grants and contributions provided to Council in 2022/2023. It has been important to ensure timely delivery to ensure current and future funding is not jeopardised.

This focus has seen the delivery of several significant community infrastructure projects including the Gunning Showground changerounds and amenities, the Lin Cooper sports change rooms and amenities, all abilities playground at Coleman park, improvements to the Gunning Shire Hall and electrical upgrades to Gunning Showground. The Crookwell Aquatic Centre has reached a key project milestone with the outdoor 25m pool and toddler pool construction completed with a view to opening the outdoor pools with temporary amenities for the 2024/2025 swim season.

Numerous roads have also been upgraded and much needed heavy patching taken place

following the last two years of wet weather. The long awaited stabilisation and road works to Wombeyan Caves Road MR258 was completed this financial year.

As a Council reliant upon grant funding, we will continue to strategically apply for grants in particular funding to assist with asset renewal to the Shires large road network.

Council continue to apply for funding to finish the Crookwell indoor pool and amenities with continued lobbying of State and Federal Government conducted by Mayor Kensit throughout the year.

Financial Position

The independent external audit of the Council’s Financial Statements, by NSW Audit Office, confirms an operating result for 2023/2024 from all Council activities, totalling a net operating deficit result of \$4.461 million for the year (before capital grants and contributions). The Operating Performance Ratio is -1.58% and did not meet the performance measure benchmark.

Within the Financial Statements, Council’s Statement of Performance Measures details Council’s Unrestricted Current Ratio of Assets to Liabilities as 2.49:1, which shows the adequacy of Council’s working funds to meet all liabilities and other restrictions. In addition, the Rates and Annual Charges Outstanding percentage is only

4.40% and Council's Own Source Operating Revenue Ratio is 43.51%.

Upper Lachlan Shire Council will continue to monitor all financial, infrastructure and efficiency performance measures as the long-term financial sustainability of the Council remains the highest priority.

Planning Direction

Council has seen a slight decline in single dwelling applications in comparison to the past three years, this decrease could be contributed to the impact of the reserve bank in this past financial year seeing many struggle to build. Whilst the trend of movement away from the cities and into regional NSW still remains Council see subdivisions underway specifically growth to the Gunning region and continuing in Crookwell.

Council have employed trainees and upskilled the planning department to assist in processing determination times associated with development approvals, construction certificates and section 68 applications.

Council will be reviewing and developing the appropriate strategic planning documentation as part of the six scoping and planning proposals submitted for consideration during the 2023 period. These planning proposals were located in Crookwell, Gunning, Collector and Laggan and have the potential to create a further 300 plus residential allotments, this is an ongoing part of the development of the region and negotiations with the department continue.

In 2024/2025 Council will continue to review their development control plan which includes plans for contributions and housing strategy with aim for engagement, consultation and implementation in 2025.

Asset Renewal and New Infrastructure Program Highlights – Expenditure \$19.565 million.

Major construction, rehabilitation and new infrastructure programs included the following:-

- MR248E Laggan Road Crookwell Rehabilitation
- MR241 Dalton Road Rehabilitation
- MR258 Wombeyan Caves Road slope stability rehabilitation
- Peelwood Road rehabilitation and bitumen sealing
- Wheeo Road rehabilitation and bitumen sealing
- Gurrundah Road rehabilitation and bitumen sealing
- Kangaloolah Road rehabilitation and bitumen sealing
- Bigga Road reconstruction and resealing
- Cullerin Road reconstruction and resealing
- Roslyn Road reconstruction and resealing
- Middle Arm Road upgrades
- Gunning Swimming Pool new Amenities building constructed
- Gunning Showground new sporting fields Amenities and change rooms constructed and electricity upgrades to Endeavour Park facilities
- Regional, Rural and Local Roads Bitumen Resealing programs
- Local Roads gravel resheeting program throughout the Shire
- Road Pavement Rehabilitations in Taralga – Court Street and Church Street
- Commenced Tablelands Way MR256 causeway replacement project
- Commenced Breadalbane Road rehabilitation and bitumen sealing project
- Extensive Natural Disaster restoration works on local roads throughout the Shire
- Pejar Road First Creek causeway upgrade
- New Crookwell Swimming Pools x 2 and plant room (construction works in progress)
- New Crookwell Visitor Information Centre building (construction works in progress)
- New Coleman Park, Crookwell playground park and equipment
- Footpaths and Shared Footpaths (PAMP) in Crookwell and Gunning
- Sewer Mains extensions
- Plant and Heavy Equipment Replacements

Conclusion

While the past twelve months has been financially challenging, this Annual Report demonstrates that Council has continued to deliver a broad range of quality services to the community.

I thank all Council staff, volunteers, Councillors for their commitment to the community and efforts during a very difficult period. As Upper Lachlan Shire Council CEO I congratulate their working to promote, improve and provide professional services and advice to our Shire communities.



Alex Waldron
Chief Executive Officer

UPPER LACHLAN SHIRE COUNCIL – SENIOR STAFF

Chief Executive Officer:

Ms Alex Waldron
Work Phone: (02) 4830 1000

Director of Environment and Planning:

Mr Simon Arkinstall
Work Phone: (02) 4830 1024

Director of Finance and Administration:

Mr Andrew Croke
Work Phone: (02) 4830 1008

Director Infrastructure

Currently a vacant position
Work Phone: (02) 4830 1000



Hon. Ron Hoenig MP, Minister for Local Government and the Hon. Jodie Harrison MP Minister for Women with CEO Upper Lachlan Shire Council Alex Waldron

UPPER LACHLAN SHIRE COUNCIL ELECTED MEMBERS



MAYOR

Clr Pam Kensit

M 0400 360 331

E Pam.Kensit@upperlachlan.nsw.gov.au



DEPUTY MAYOR

Clr Mandy McDonald

M 0435 243 080

E Mandy.Mcdonald@upperlachlan.nsw.gov.au



Clr Paul Culhane

M 0410 622 798

E Paul.Culhane@upperlachlan.nsw.gov.au



Clr Jo Marshall

M 0408 976 070

E Jo.Marshall@upperlachlan.nsw.gov.au



Clr Nathan McDonald

P 0484 339 390

E Nathan.Mcdonald@upperlachlan.nsw.gov.au



Clr Darren O'Brien

M 0409 821 003

E Darren.Obrien@upperlachlan.nsw.gov.au



Clr Susan Reynolds

P 0414 464 206

E Susan.Reynolds@upperlachlan.nsw.gov.au



Clr John Searl

M 0405 060 347

E John.Searl@upperlachlan.nsw.gov.au



Clr Lauren Woodbridge

M 0435 511 951

E Lauren.Woodbridge@upperlachlan.nsw.gov.au

STATEMENT OF ETHICAL PRINCIPLES

The Upper Lachlan Shire Council activities of Councillors and Staff are guided by the following principles:-

Selflessness

- Serving public over private interests
- Avoiding private gain at public expense
- Not accepting gifts and benefits of more than nominal value
- Reporting all offers of inducement or suspected bribes

Openness

- Giving and revealing reasons for decisions
- Revealing other avenues available to the client or business
- Offering all information not subject to legal or privacy restrictions
- Communicating clearly

Honesty

- Obeying the law
- Following the letter and spirit of policies and procedures
- Observing codes of conduct
- Fully disclosing actual or potential conflicts of interest

Accountability

- Recording reasons for decisions
- Submitting to scrutiny
- Keeping proper records and establishing audit trails
- Maintaining confidentiality

Objectivity

- Fairness to all
- Impartial assessment
- Merit selection in recruitment and in purchase and sale of Council resources
- Considering only relevant matters

Courage

- Having the courage to uphold these principles
- Reporting suspected wrongdoing
- Embracing necessary change
- Giving advice fearlessly and frankly
-

Section 428 (2) (a) and (b)

Annexure Document “A” includes a copy of Upper Lachlan Shire Council’s audited Financial Statements for 2023/2024. This is included as an attachment at the end of the Annual Report.



Mayor Kensit with Crookwell High School Students as part of the Regional Development Australia Jobs, investments and innovation expo.

UPPER LACHLAN SHIRE COUNCIL FINANCIAL STATEMENTS



Crookwell Memorial Hall and Library



Breadalbane Hall

1. GENERAL INFORMATION

COUNCIL MEETINGS:

Council conducts business in an open forum, with the only exceptions being those matters pertaining to personnel (staff), litigation, commercial in-confidence matters and the private business of individuals where confidentiality has been requested. However, all such decisions are ratified in open Council Meetings. Council continue to broadcast Council Meetings live by webcast.

During 2023/2024 Ordinary Council Meetings were held on the third Thursday of each month.

Council Meeting agendas are available on Council’s website or at the two Council Administration offices during business hours. The Business Papers for each Ordinary Council Meeting are generally prepared on the first Friday of each month, and any person wishing to bring a matter before Council must lodge it with the Chief Executive Officer by that day.



Council Meeting – October 2023

**UPPER LACHLAN SHIRE COUNCIL
ADMINISTRATION OFFICES:**

Crookwell Office
Address: 44 Spring Street, Crookwell NSW 2583
Telephone: (02) 4830 1000
Email: council@upperlachlan.nsw.gov.au
Website: www.upperlachlan.nsw.gov.au

Gunning Office
Address: 123 Yass Street, Gunning NSW 2581
Telephone: (02) 4845 4100

**ALL CORRESPONDENCE SHOULD BE DIRECTED
TO:-**

**The Chief Executive Officer
PO Box 42
GUNNING NSW 2581**



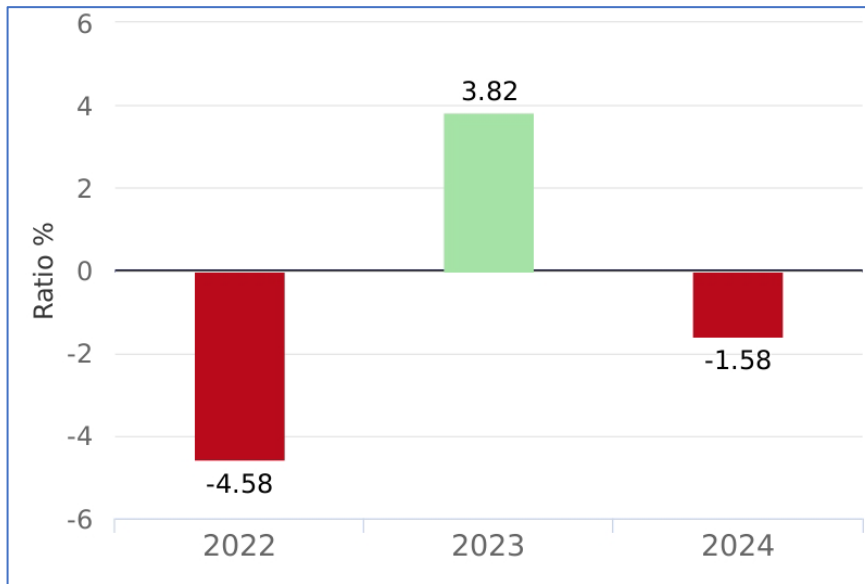
Upper Lachlan Shire Council – Gunning Office

Strategic Task Performance Activities

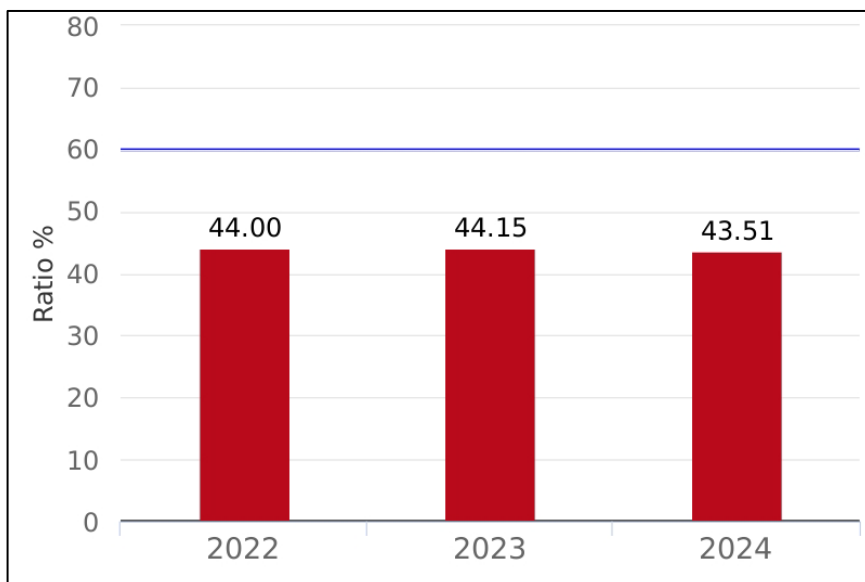
<u>Key Performance Activities</u>	<u>Performance</u>
Annual Report	Completed by statutory timeframe
Financial Statements and Financial Data Return	Completed by statutory timeframe
Social and Community Plan	Review not completed
Loan Borrowings Return	Completed by statutory timeframe
Disclosure of Pecuniary Interest Returns	Completed by statutory timeframe
Noxious Weeds NSW Department of Primary Industries Grant Return	Completed by statutory timeframe
Pensioner Concession Subsidy Claim	Completed by statutory timeframe
Grants Commission ALGA National Local Roads Data Return	Completed by statutory timeframe
Grants Commission Local Roads and Bridges Data Return	Completed by statutory timeframe
Quarterly Budget Review Statements and Quarterly Reviews of the Operational Plan to Council	Completed by statutory timeframe
Delivery Program review reports biannually to Council	Completed by statutory timeframe
Monthly report on Council Investment Register / Portfolio	Completed by statutory timeframe
Adoption of the Payment of Expenses and Provision of Facilities Policy	Completed by statutory timeframe
Government Information (Public Access) (GIPA) Annual Report and Agency Information Guide	Completed by statutory timeframe
Quarterly Rates and Charges Notices posting to ratepayers	Completed by statutory timeframe
Rates Statement of Compliance Notional Income Return	Completed by statutory timeframe
Adoption of Integrated Plans and Resourcing Strategy by Council	Completed by statutory timeframe
Lodgement of Goods and Services Tax (GST) Certificate to OLG	Completed by statutory timeframe
Report to Council on senior staff contractual conditions	Completed by statutory timeframe
Adoption of Organisation Structure by Council	Completed by statutory timeframe
Adoption of Delegations of Authority by Council	Completed by statutory timeframe
Adoption of Code of Conduct by Council	Completed by statutory timeframe
Grants Commission Roads, Bridges and General Information Return	Completed by statutory timeframe
Public Interest Disclosures Annual Report – every six months	Completed by statutory timeframe
NSW State Library Public Library Annual Return	Completed by statutory timeframe
Transport for NSW Regional Roads Block Grant Return	Completed by statutory timeframe
Department of Infrastructure and Regional Development - Roads to Recovery Annual Report	Completed by statutory timeframe
Local Roads and Community Infrastructure (LRCI) Program Audit	Completed by statutory timeframe
Code of Conduct Complaint Statistics report to Council – annual	Completed by statutory timeframe
State of the Shire Report every 4 years	Completed by statutory timeframe

FINANCIAL SUMMARY 2023/2024:

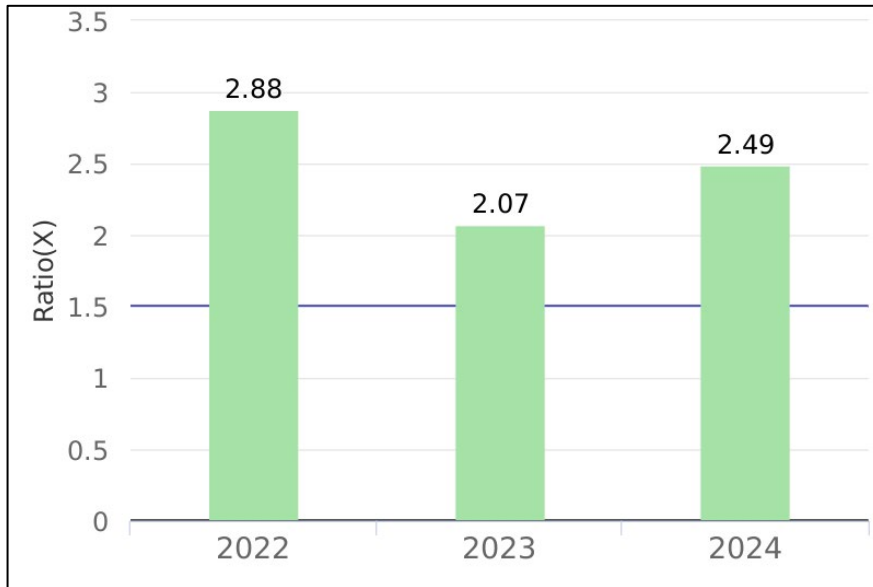
1. Operating Performance Ratio



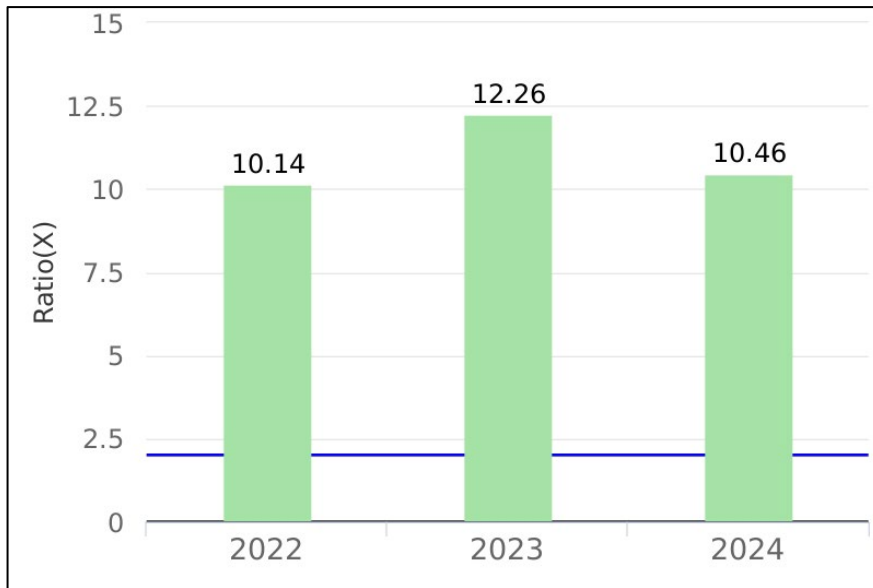
2. Own Source Operating Revenue Ratio

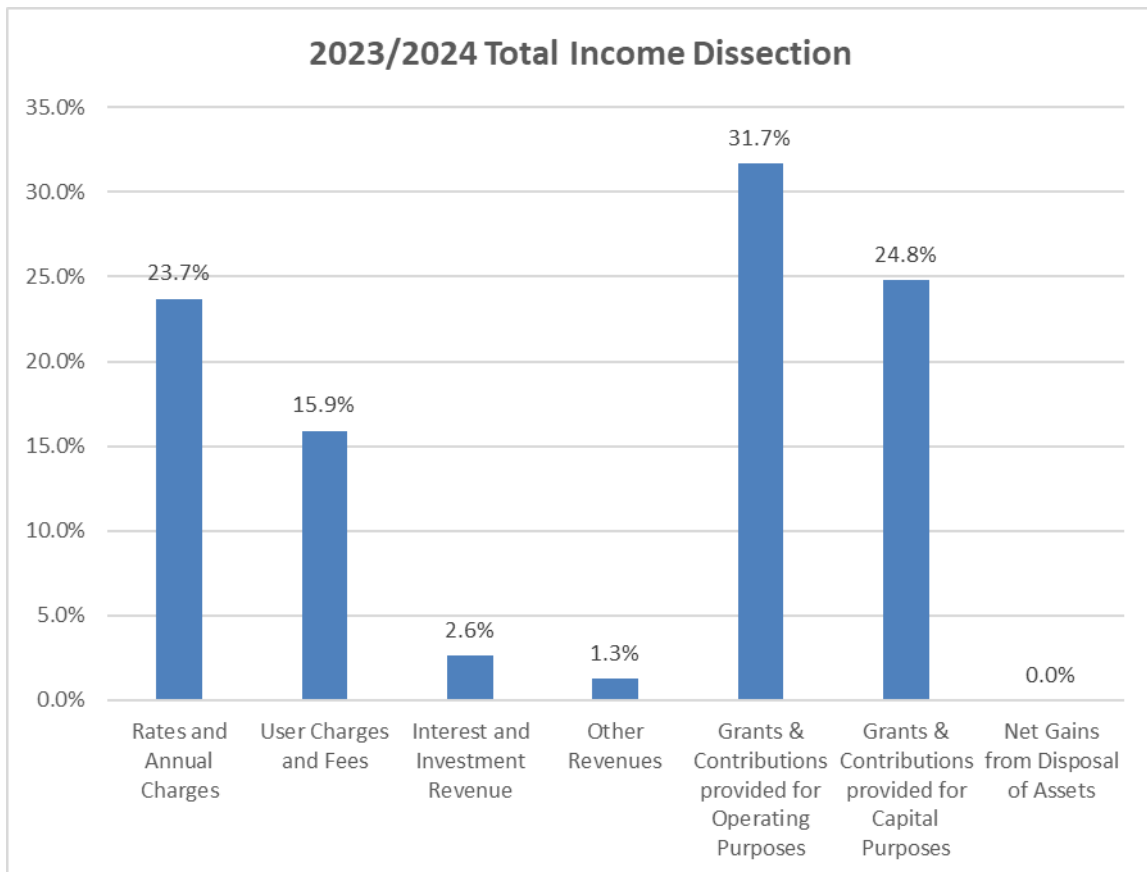
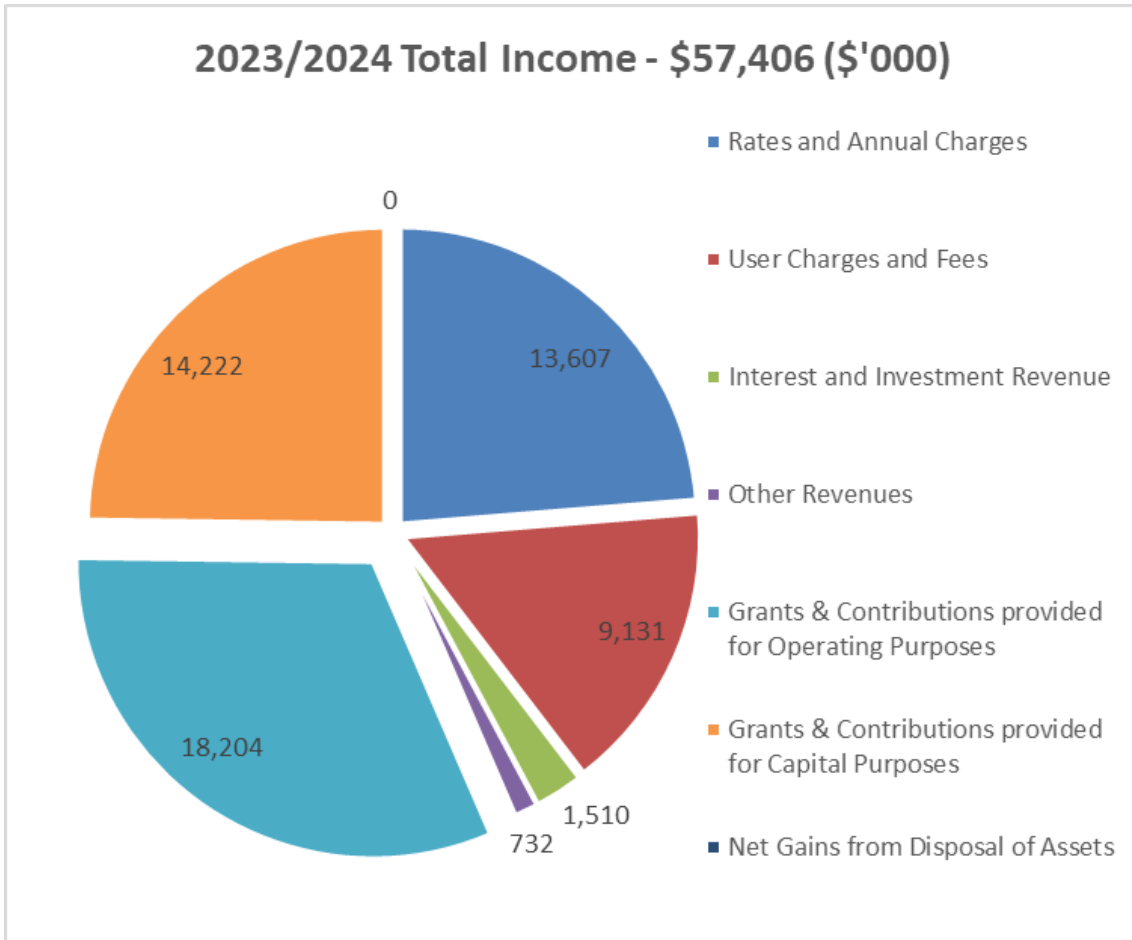


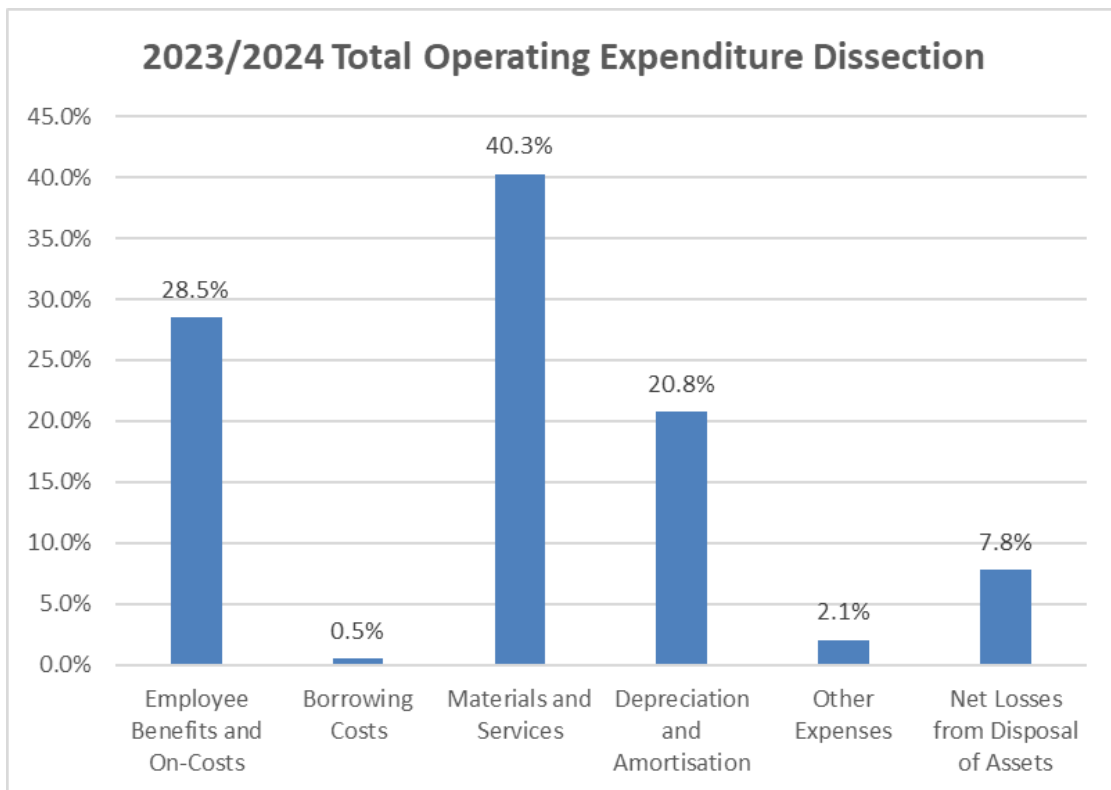
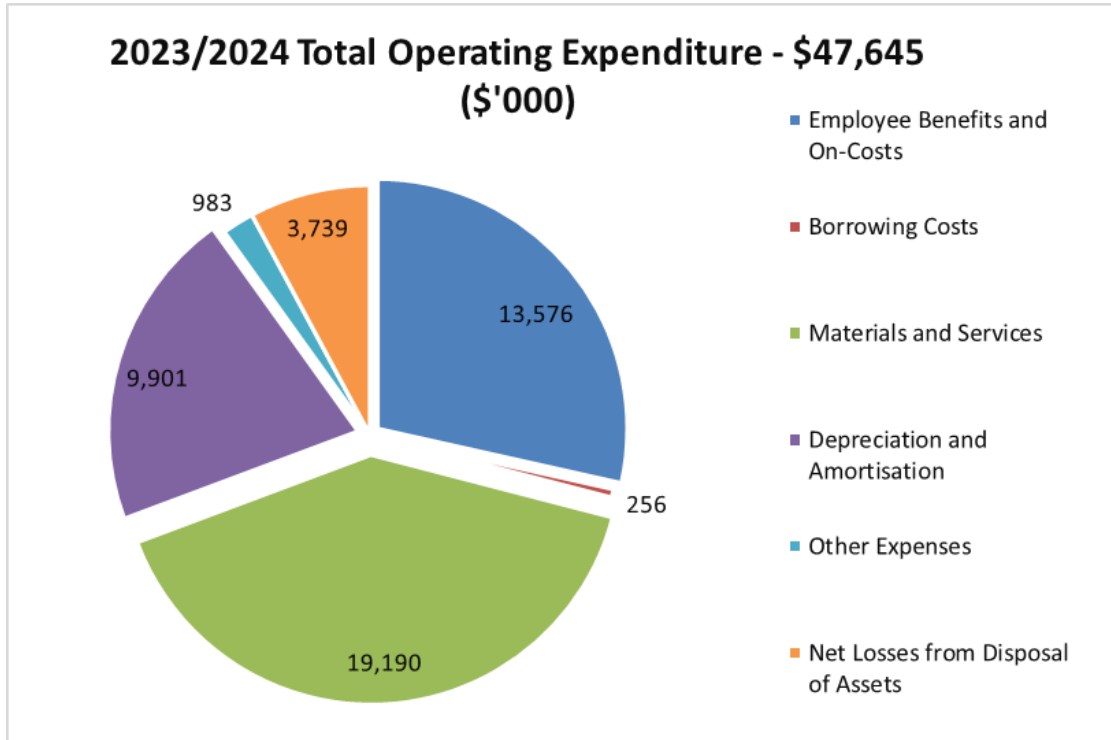
3. Unrestricted Current Ratio



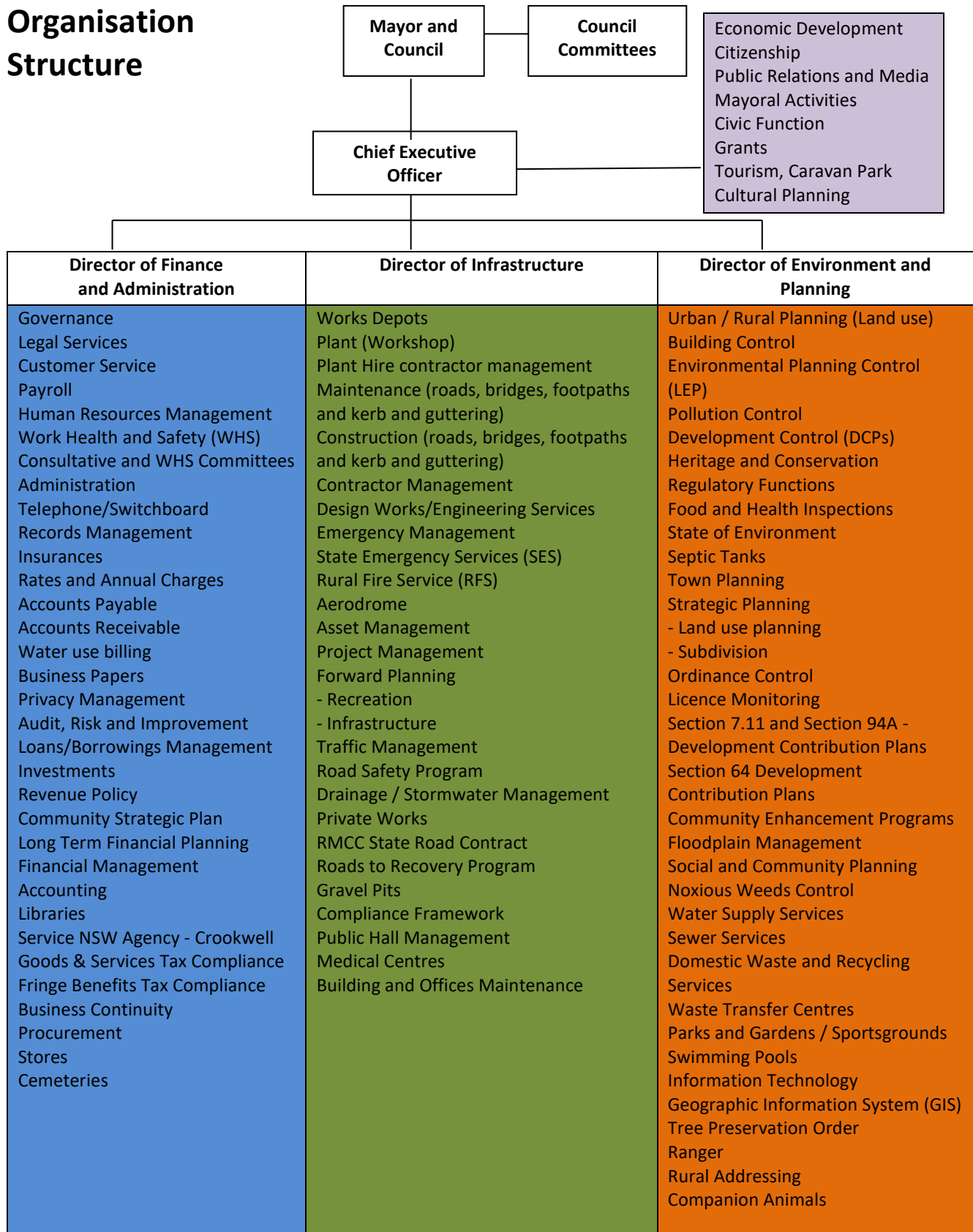
4. Debt Service Cover Ratio







Organisation Structure



2. OPERATIONAL PLAN

Section 428 (2) (b)

Upper Lachlan Shire Council has adopted the Operational Plan in respect of its principal activities (functions) and corresponding performance targets within those principal activities.

Listed below is the comparison with Council's objectives and the achievements during 2023/2024.

OPERATIONAL PLAN PRINCIPAL ACTIVITIES – Key Performance Indicators

OPERATIONAL PLAN - FUNCTIONS

OUR COMMUNITY

Health Services, Medical Centres, Aged, Disabled and Community Services
Public Halls, Cultural Services, Community Centres and Museums
Animal Control
Swimming Pools
Sporting Grounds, Parks and Gardens and Public Spaces
Public Libraries
Emergency Services and Fire Protection

OUR ENVIRONMENT

Town Planning and Development Control
Building Control and Compliance
Environmental Systems and Protection
Biosecurity (Noxious Weeds) Inspection and Control
Food Control and Inspections
Waste Centres and Landfills
Domestic Waste Management (DWM)
Water Supply Services
Sewer Services

OUR ECONOMY

Financial Services
Administration and Corporate Support
General Purpose Revenue and Rates
Information Technology

Workforce (Human Resources and Work, Health and Safety)

OUR INFRASTRUCTURE

Roads, Bridges, Footpaths, Cycleways, and Kerb and Guttering
Stormwater and Drainage
Quarries and Gravel Pits
Public Conveniences and Amenities
Public Cemeteries
Housing and Building Maintenance
Engineering and Works Supervision
Plant and Equipment Operations

OUR CIVIC LEADERSHIP

Governance
Tourism Promotion and Business
(Private Works, State Road and Service NSW)
Caravan Parks

**CSP STRATEGIC PILLAR – OUR COMMUNITY:
PRINCIPAL ACTIVITY - HEALTH SERVICES, MEDICAL CENTRES, AGED, DISABLED AND COMMUNITY SERVICES**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Liaise with health care service providers within the Shire.	Facilitate leases for buildings.	1.1 - Support the retention of medical and health care facilities in the towns.	Achieved - Council owned buildings utilised for health care services in Crookwell and Gunning.
Support and promote youth engagement.	Report annually to Council.	1.4 - Retain the youth population demographic and provide appropriate facilities.	Achieved – youth activities were coordinated by the Council Library for school holidays in April 2024, as well as ongoing weekly activities.
Support the NSW Government sponsored National Disability Insurance Scheme (NDIS).	Council review the Disability Inclusion Action Plan.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – Disability Inclusion Action Plan adopted.
Maintain a web based community directory.	Review annually.	1.7 - Social inclusion for all disparate communities.	Achieved – community directory updated as required.

**CSP STRATEGIC PILLAR – OUR COMMUNITY:
PRINCIPAL ACTIVITY - PUBLIC HALLS, CULTURAL SERVICES, COMMUNITY CENTRES AND MUSEUMS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Review and implement Social and Community Plan for Council.	Report on actions each year in the Annual Report.	1.2 - Support provision of ageing population services and aged accommodation.	Not achieved.
Review and Implement Cultural Plan for Council.	Report on actions each year in the Annual Report.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds. 1.6 - Protect all significant heritage sites to preserve the diverse history of the Shire.	Not achieved. Achieved - Heritage grants endorsed by Council for 2023/2024.
Maintenance and management of Council public facilities.	Review Plans of Management every five years.	1.8 - Manage and upgrade Council's public buildings and community centres.	Not achieved - Plans of Management remain to be developed.

**CSP STRATEGIC PILLAR – OUR COMMUNITY:
PRINCIPAL ACTIVITY - ANIMAL CONTROL**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Registration of companion animals.	Monthly report to Office of Local Government.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.
Maintain a Complaint Handling Register.	Complaints investigated in accordance with Council's Enforcement Policy.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.
Maintain an Impounding Register.	Statistics reported in Annual Report.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.

**CSP STRATEGIC PILLAR – OUR COMMUNITY:
PRINCIPAL ACTIVITY - SWIMMING POOLS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Swimming pool guidelines.	Annual review of guidelines.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - operations plan was updated for the Gunning Swimming Pool at beginning of the season.
Water quality testing.	Daily testing and water sample compliance.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - Water quality testing was undertaken, results recorded and corrective action taken where required.
Swimming pool patronage numbers and financial report.	Report annually to Council.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved - Gunning swimming pool patronage numbers was recorded.
Construction of Multipurpose Activity and Aquatic Centre (MAAC) in Crookwell.	Opening facility at start of 2023/2024 season.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Being achieved – Outdoor 25m pool and toddler pools completed and being commissioned, VIC complete to lock up stage. Temporary amenities will be required to operate the facility 24-25 swim season.

**CSP STRATEGIC PILLAR – OUR COMMUNITY:
PRINCIPAL ACTIVITY - SPORTING GROUNDS, PARKS AND GARDENS AND PUBLIC SPACES**

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
Sports field maintenance and Playing Fields Committee meetings.	Report to Council annually.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.
Prepare Plans of Management for land where Council is the trustee.	Categorise land and prepare Plans of Management.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not achieved - Council is developing an Asset Register in consultation with the NSW Lands and will prepare Plans of Management.
Towns and villages mowing and maintenance program and fire risk minimisation. Improve maintenance of public parks facilities.	Implement town beautification/place making initiatives.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - A Parks and Gardens Operational and Maintenance Program is developed to guide town maintenance activities.
Towns and villages Masterplan program.	Community engagement and Council adoption of four town Masterplans.	1.8 - Manage and upgrade Council's public buildings and community centres.	Not achieved. Collector Master Plan being developed independently of Council and has commenced. Council resolved to redirect funds to enable the completion of the Housing Strategy and review of DCP. Works on these two projects have commenced.

**CSP STRATEGIC PILLAR – OUR COMMUNITY:
PRINCIPAL ACTIVITY - PUBLIC LIBRARIES**

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
Quarterly Reports for library services to Council.	Report to Council by deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Quarterly Reports for both branch libraries are prepared within a month of the end of the quarter.
Complete NSW State Library Return of Local Priority Grant Report and Statement of Library Operations.	Completed by State Library deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Library Return was completed and sent to NSW State Library in October 2023.
Provide an outreach program to Upper Lachlan Shire villages and community groups that are not serviced directly by a Library branch.	Outreach visits to each village school once a term.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – all small schools in the Shire were offered a visit during previous quarters, with most taking up the offer. In the current school year, visits have been put on hold until the Service Level Review process is complete.
Provide a program of regular Library activities targeted towards youth aged 12 to 25 years.	Program of regular youth activities is implemented.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – a weekly Dungeons and Dragons activity is now in place, since February 2024. This will continue into the foreseeable future.

**CSP STRATEGIC PILLAR – OUR COMMUNITY:
PRINCIPAL ACTIVITY - EMERGENCY SERVICES AND FIRE PROTECTION**

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
Maintain Section 7.11 Development Contributions Plan Register for each individual Bushfire Brigade.	Annual audit of Section 7.11 Register - Bushfire.	1.8 - Manage and upgrade Council's public buildings and community centres.	Achieved – Section 7.11 Development Contributions Register reconciled and external audit completed to 30 June 2024.
Complete review of DISPLAN and creation of Consequence Management Guides.	Report to Council every two years.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – EMPLAN and Consequence Management Guides reviewed and endorsed at Regional level in August 2023 – to be reviewed every 3 years.
Council participate in CRJO South East NSW Resilience Framework project.	Report to Council on actions achieved.	4.12 - Flood Risk Management Plans created for Crookwell Gunning, Taralga and Collector.	Achieved – community workshops held to inform the development of a. Regional Resilience Action Plan. The Resilience Blueprint project has now entered the implementation phase as endorsed by the CRJO Board.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY – TOWN PLANNING AND DEVELOPMENT CONTROL**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Prepare LEP amendments and submit to Department of Planning and Environment.	LEP Amendments utilising gateway approval.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved – as required
Review and monitor Local Environmental Plan, Development Control Plan and Local Strategic Planning Statement.	Undertake Strategic Planning Reviews.	2.2 - Promote environmentally sustainable developments (ESD).	Being achieved – consultant engaged to enable development of Housing Strategy and review of DCP.
Review and implementation of Section 7.11 (Section 94) Development Contributions Plan and Section 7.12 (Section 94A) Development Contributions Plan.	Review of Section 7.11 Development Contributions Plans; and annual audit of Section 7.11 Register.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Being achieved – consultant engagement process will be completed to enable the project to commence.
Section 355 Committees of Council operate to facilitate the Community Enhancement Fund (CEF).	CEF funds distributed annually. Committees resourced to benefit target communities.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Achieved
Completion and issue of Section 10.7 Planning Certificates.	Complete within 7 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not achieved – Average periods are greater than the 7 days.
Completion of heritage listings LEP review, continue heritage advisory service, continue annual heritage grants program.	Ongoing, use of service, annual grant funding allocated.	2.2 - Promote environmentally sustainable developments (ESD).	Being achieved – draft heritage report completed. Placed on hold until new Heritage Advisor engaged.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY - BUILDING CONTROL AND COMPLIANCE**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Ensure ongoing accreditation of Building Surveyors is maintained.	Minimum CPD points are obtained annually.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved.
Construction Certificate (CC) assessment and determination	Determine 80% of CC's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not achieved – applications not determined within 40 days based on resourcing restrictions.
Council retain a Register of Fire Safety Statements for Class 2 to 9 buildings.	Annually review the Register for currency.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved.
Development Application (DA) assessment and determination.	Determine 80% of DA's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not achieved – applications not determined within 40 days based on resourcing restrictions.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY - ENVIRONMENTAL SYSTEMS AND PROTECTION**

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
Investigate and report environmental complaints in accordance with legislation.	Deal with complaints in accordance with Customer Service Charter.	2.1 - Address environmental degradation issues; i.e. noxious weeds control.	Achieved – noting that not all compliance action was finalised within the 30-day timeframe, based on workload and priorities.
Assist community groups to seek grant funding for environmental initiatives for Council land and waterways.	Number of projects initiated.	2.5 - Support land care initiatives to restore and beautify natural resources.	Being achieved – grants submitted dependent upon relevant grant funding programs being available.
Drive sustainability in Council's business. Activate whole of Council commitment to sustainability and reduce greenhouse gases from Council's operations.	Deliver energy actions. Continue implement energy reduction options across Council facilities and services.	2.2 - Promote environmentally sustainable developments (ESD).	Not achieved. – Note that Council are working with CRJO in this space on an ongoing basis.
Participate in the Hilltops and Upper Lachlan Shire Councils drought resilience pilot program in conjunction with Resilience NSW.	Drought Resilience Plan implemented.	2.2 - Promote environmentally sustainable developments (ESD).	Being achieved.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY - FOOD CONTROL AND INSPECTIONS**

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
Conduct food premise inspections of retailers and service providers.	Annual inspection of all food premises.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – food inspections conducted in 2023/2024. Inspections of food premises to be completed in house for 2024/2025.
Re-inspection of food retailers issued with infringement notices.	Follow up within 90 days of notice.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - nil identified.
Swimming Pool register and inspection program.	Ensure Swimming Pool Register is maintained.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - compliant and ongoing.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY - BIOSECURITY (NOXIOUS WEEDS) INSPECTION AND CONTROL**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Property inspections - the type and density of noxious weed infestations to be recorded and reported to Council.	Inspection statistics reported to Council monthly.	2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Achieved – required inspections completed and reported to Council.
Suppression of noxious plants on road reserves.	Roads to be surveyed annually and control work conducted.	2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Achieved – roadside spraying works continued and undertaken each quarter.
Regular education programs (field days and press releases) for landowners on the most effective control methods.	Staff available for advice and support on weed control.	2.5 - Support land care initiatives to restore and beautify natural resources.	Achieved – press releases and public forums.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY - WASTE CENTRES AND LANDFILLS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Implement strategy for the Crookwell Waste Centre, including remediation and restoration.	Consultant engaged to supply options for EPA and Council to complete works.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – ongoing works continue at Crookwell waste facility. Draft remediation design completed and requires amendments to meet EPA requirements.
Ensure best practice pricing based on cost recovery principles for all waste services and promotion of waste recycling.	Review and report to Council annually.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Being achieved – waste pricing for DWM and gate charge updated in the 2024/2025 Operational Plan.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY - DOMESTIC WASTE MANAGEMENT (DWM)**

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
DWM service charge includes a disposal cost as a costed entity as part of the annual DWM reasonable cost calculation.	Establish Fund and review annually.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – Reasonable cost calculation completed for DWM.
Average number of garbage bin service collections missed per month and number of complaints received.	Less than 2% of weekly pickups.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved.
Kerbside pickup of organic green waste collection service.	Report to be provided annually to Council.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Being achieved – service provided.
Prepare and review DWM long-term plant replacement schedule.	Reviewed annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – plant replaced in accordance with Council's plant replacement schedule.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY - WATER SUPPLY SERVICES**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Carry out weekly water quality standard testing. Taralga water supply dam replacement is highest priority.	Complying water quality test samples.	4.6 - Improve water supply and sewer facilities to towns.	Achieved – daily water quality testing undertaken.
Implement user pay best practice pricing water charges in accordance with State Government Guidelines.	50% water supply income from user pay charges.	4.6 - Improve water supply and sewer facilities to towns.	Being achieved – user pays best practice will be dependent upon the completion of the IWCM report.
Review Integrated Water Cycle Management (IWCM) Strategy for the town water supplies.	Final IWCM strategy produced by December 2023.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – Council & NSW Public Works have completed the review of and preparation of the IWCM. Additional works required to complete gaps analysis.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewer facilities to towns.	Achieved – External audit completed for 2023/2024.
Surplus Water Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewer facilities to towns.	Not achieved - water supply fund had operational deficit in the past three years - 2021/2022, 2022/2023 and 2023/2024.

**CSP STRATEGIC PILLAR – OUR ENVIRONMENT:
PRINCIPAL ACTIVITY - SEWER SERVICES**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Number of sewer chokes per month per five kilometres of mains.	Less than 5 per month.	4.6 - Improve water supply and sewer facilities to towns.	Achieved.
Review Policy and implement Trade Waste Charges.	Prepare a Trade Waste Policy for adoption by Council.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Trade Waste Policy adopted.
Surplus Sewer Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewer facilities to towns.	Achieved – Sewer fund has had an Operating surplus in past three years - 2021/2022, 2022/2023 and 2023/2024.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewer facilities to towns.	Achieved – External audit completed for 2023/2024.
Sewer Treatment Plants comply with EPA conditions.	Satisfactory report from NSW EPA.	4.6 - Improve water supply and sewer facilities to towns.	Being achieved – noting that there were a minor number of sewer treatment plant non-compliance issue reported to EPA in 2023/2024 reporting period. Council received formal warning due to non-compliances and Council working with the EPA to rectify.

**CSP STRATEGIC PILLAR – OUR ECONOMY:
PRINCIPAL ACTIVITY - FINANCIAL SERVICES**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Council's Investment Policy and Investment Strategy.	Review biennially.	3.2 - Prudent financial management.	Achieved – Council's Investments have been managed in accordance with the Policy.
Maintain Employee Leave Entitlements (ELE) internal restricted cash reserves to fund leave as it becomes payable.	Cash reserve maintained.	3.1 - Ensure financial viability of Council.	Achieved – Council ELE cash reserve is 40% of total ELE expense and this is satisfactory based on age profile and accumulated leave entitlements accrued.
Implementation of Council's Internal Audit Plan and report actions to Audit, Risk and Improvement Committee.	Complete 2 internal audits annually.	3.2 - Prudent financial management.	Achieved – ARIC Committee established and meets quarterly. Internal audit completed for Procurement and project scoping of internal audit for Accounts Payable has commenced.
Progressively complete Asset Fair Valuation for all asset classes.	Audited annually.	3.1 - Ensure financial viability of Council.	Achieved - Buildings, Other Structures, Recreation Assets and Operational Land asset classes were revalued at "fair value" at 30 June 2023. Indexation of all asset classes completed at 30 June 2024.
Improve Long Term Financial Plan (LTFP) modelling.	10 year plan reviewed annually.	3.1 - Ensure financial viability of Council.	Achieved – Long Term Financial Plan for the period 2024-2033 was adopted by Council on 20 June 2024. LTFP was reviewed as part of the AEC Financial Sustainability Report in November 2023 as commissioned by Council.
Accurate and timely Council budget reporting and review.	Quarterly Reports.	3.2 - Prudent financial management.	Achieved – provision of Quarterly Budget Review Statements and KPIs report to Council each quarter within 2 months of end of the quarter.

**CSP STRATEGIC PILLAR – OUR ECONOMY:
PRINCIPAL ACTIVITY - ADMINISTRATION AND CORPORATE SUPPORT**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Manage Council's Accounts Payable and Purchasing systems.	80% of tax invoices are paid within credit terms.	3.1 - Ensure financial viability of Council.	Not achieved – 63.61% of tax invoices were paid by Council in accordance with credit terms. There were 5,397 tax invoices processed in 2023/2024.
Manage Council's Accounts Receivable system.	80% payment recovered within sixty days.	3.1 - Ensure financial viability of Council.	Achieved – 94% of sundry debtor invoices were recovered within 60 days of tax invoice date. There were 438 tax invoices processed in 2023/2024.
Council electronic document records management system (EDM) complies with State Records requirements. Training of users of records management system.	HP Content Manager (EDM) system upgrade.	3.1 - Ensure financial viability of Council.	Achieved - Records Management Assessment Tool (RMAT) was completed by deadline and has a records management maturity score of 61.05%, this score was above baseline for compliance.
Participate in Canberra Region Joint Organisation (CRJO) advocacy and resource sharing projects.	CRJO report annually to Council.	3.2 - Prudent financial management.	Achieved – Council participated in governance, Regional CSP, internal audit, GMAG, procurement working group in CRJO.
Six monthly Stores Stocktakes with a proportion and value of inventory errors being minimised.	Audit of stores stock.	3.2 - Prudent financial management.	Achieved – two stores stocktakes completed in 2023/2024.

**CSP STRATEGIC PILLAR – OUR ECONOMY:
PRINCIPAL ACTIVITY - GENERAL PURPOSE REVENUE AND RATES**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Proportion of rates accounts outstanding at year end.	Less than 5% outstanding.	3.2 - Prudent financial management.	Achieved – 4.40% rates and charges outstanding percentage as at 30 June 2024.
Completion of statutory certificates i.e. Section 603 Certificates.	95% completion rate within 5 days.	3.2 - Prudent financial management.	Achieved – 98.34% of 603 certificates processed within the deadline. There were 302 Section 603 Certificates issued in 2023/2024.
Completion and audit of Schedule - Permissible Rates Income Calculation.	Annual Completion by due date free of error.	3.2 - Prudent financial management.	Achieved – Permissible Rates Income audit completed free of error for general rates levied for the year ended 30 June 2024.
Process land revaluations and monthly supplementary land valuations from the Valuer Generals Office.	Monthly reconciliation and signoff by management.	3.2 - Prudent financial management.	Achieved – all reconciliations signed and authorised for the year ended 30 June 2024.
Levy Rates and Annual Charges and user charges in accordance with Local Government Act.	Annual income meets budget forecast.	3.2 - Prudent financial management.	Achieved - rates and annual charges income levied is in accordance with the budget projections, rates notices distributed on time.

**CSP STRATEGIC PILLAR – OUR ECONOMY:
PRINCIPAL ACTIVITY - INFORMATION TECHNOLOGY**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Council's Information Technology Strategic Plan, Disaster Recovery Plan and Business Continuity Plan to be reviewed and updated.	Implement actions within specified timeframes.	3.1 - Ensure financial viability of Council.	Not achieved – IT Strategic Plan, DRP & BCP need reviewing and testing as part of our annual review.
Implement Council PC (computers) replacement program on a four year rotational basis.	Annually install 100% of PC's scheduled.	3.1 - Ensure financial viability of Council.	Being achieved – Currently in process of replacing Council PCs that our outside of the 4 year rotational program.
Review, upgrade and update Council's Website and FaceBook page information.	Content updated weekly. Regular content update to Council website.	3.1 - Ensure financial viability of Council.	Achieved – Council website updated to latest security patches and reviews done of firewalls. Social media posts updated as requested and each week.
Implementation of information technology capital works, i.e. new servers, software, databases and telecommunication upgrades.	Complete projects each year within budget estimate.	3.1 - Ensure financial viability of Council.	Being achieved – Review of requirements for Disaster Recover server aligned with consolidation of current services to provide real-world requirement for new hardware.

**CSP STRATEGIC PILLAR – OUR ECONOMY:
PRINCIPAL ACTIVITY - WORKFORCE (HUMAN RESOURCES AND WORK HEALTH AND SAFETY)**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Proportion of Council employee turnover per year.	10% uncontrollable turnover.	5.4 - Ensure the retention and attraction of quality staff.	Not achieved – Annualised total turnover is 27%; this includes staff retirements, resignations and redundancies.
Conduct annual performance reviews and sign-off for all employee's position descriptions and training plans.	Completed by 30 June each year.	3.4 - Assist facilitation of employment opportunities.	Being achieved - the 2023/2024 staff performance reviews commenced and 81% were completed.
Review and implement the human resources four year strategy in Council's Workforce Plan.	Review Annually.	3.4 - Assist facilitation of employment opportunities.	Achieved – Workforce Plan was adopted by Council, after public exhibition, on 20 June 2024.
Worker consultation on WHS issues. Workers have an opportunity to express their views and contribute to any decisions relating to their health and safety.	Include WHS on agenda for all team meetings. Implement online Hazard/Inspection/ incident reporting system. WHS Team provide regular safety updates for discussion in team meetings.	5.4 - Ensure the retention and attraction of quality staff.	Being achieved – Toolbox process utilised by outdoor staff. WHS committee in place with meetings held bi-monthly. All positions filled, new HSRs to undergo training. Staff consultation occurring during development and review of procedures and safe work methods. Staff are encouraged by management to discuss safety issues.
WHS risk to workplace health and safety assessed, documented and reported to WHS Committee.	Hazards are identified and risk assessed. Adequate controls are identified and implemented.	3.4 - Assist facilitation of employment opportunities.	Achieved - WHS Committee action list continuously updated. Incidents and hazards are reported to MANEX and WHS Committee along with corrective actions.
Council officers and people managers are skilled in their WHS and organisational risk knowledge.	Supervisors at all levels are trained in Risk Management. Risk Registers are developed by each Department.	5.4 - Ensure the retention and attraction of quality staff.	Being achieved – WHS committee reports are routinely forwarded to MANEX. Risk registers require review, consultation with departments for input to take place and sign off upon completion. WHS Responsibilities and Risk Management for Managers and Supervisors training to take place.
Hazard identification and risk elimination or controls implemented.	All WHS hazards, incidents and near misses are reported and investigated. 90% of correction actions implemented and closed out.	3.4 - Assist facilitation of employment opportunities.	Achieved - corrective actions from reported hazards and incidents are followed up, control measures implemented and incidents finalised. Informal and formal investigations undertaken.

KPI	Performance Measure	Delivery Program Actions	Performance Status
Improve Council's WHS capability and commitment through leaders championing WHS issues.	Adoption of Council Safety Management Program (CSMP). Ongoing WHS learning and development opportunities are provided to all employees.	3.4 - Assist facilitation of employment opportunities.	Being achieved - Safety Management Program is being rolled out across business units. HSR Training refresher has been undertaken. New HSRs are to undertake training. Also, WHS Training is being provided.
All new employees to attend Corporate Induction, including WHS.	Attend Corporate Induction within two months of commencing employment.	3.4 - Assist facilitation of employment opportunities.	Being achieved – ELMO has been updated and course content is to be reviewed and updated, rollout to commence. Induction program to be fully implemented. Induction checklists developed and approved for Organisational, Site, Construction site and Plant Operations.

**CSP STRATEGIC PILLAR – OUR INFRASTRUCTURE:
PRINCIPAL ACTIVITY - ROADS, BRIDGES, FOOTPATHS, CYCLEWAYS AND KERB AND GUTTERING**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Implement Roads Hierarchy Classification in strategic planning of forward road programs.	Review Road Hierarchy annually.	4.3 – Bitumen sealing all urban streets in towns.	Being achieved – Roads Hierarchy has been developed through IMG asset data capture.
Completion of annual capital works expenditure program in accordance with budget allocation.	Complete 90% of works program annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10-year period.	Achieved – 90% of annual works program has been completed.
Call and evaluate tenders for civil works contract plant and labour hire, and capital works projects.	To review tenders every two years.	4.1 - Improve local road and regional road transport networks.	Achieved – Winning and Crushing Tender has been finalised. Civil Works, Truck and Plant Hire tenders have been finalised. Bitumen Sealing RFQ's completed under Local Government Procurement Vendor Panel.
Gravel resheeting programme submitted to and adopted by Council in June each year.	Resheet every road in a 30 year cycle.	4.1 - Improve local road and regional road transport networks.	Being achieved – Gravel re-sheeting program continues.
Prepare Asset Management Plans for Roads, Stormwater, Footpaths and Kerb and Guttering asset classes.	Complete by June 2024.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Ten-year Capital and Maintenance Program is under development as a part of the Asset Management Planning.
Complete the replacement of 3 remaining timber bridges in accordance with Delivery Program.	Complete within budget allocation.	4.11 - Progressively replace timber bridges on local and regional roads.	Being achieved – replacement of Council's final timber bridge on Julong Road over Crookwell River to recommence after delayed due to latent site conditions encountered and contractor issues.

KPI	Performance Measure	Delivery Program Actions	Performance Status
Complete regional road repair and pavement reconstruction program.	Complete within budget allocation and finalisation report completed.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being Achieved - 2024 regional road repair program has been completed on MR241 Dalton Road except for line marking which is still to be completed. Heavy Patching completed on MR52, MR248E, MR248W.
Complete the Tablelands Way MR256 road reconstruction and infrastructure improvement project as part of the Growing Local Economies program.	Complete within budget allocation and project deadline.	4.13 - Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Being achieved – detailed design work for the bridge at Curraweela has been completed and Council have engaged a contractor to undertake these works on the Tablelands Way. Works commenced in July 2024.
Review footpath replacement program.	Complete within budget allocation.	4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Achieved – New Shared path completed under Traffic & Transport Cycleway Program. New footpath constructed along Northcott and Carrington Street in Crookwell. Five other footpath projects have been applied for grant funding and awaiting decision.

**CSP STRATEGIC PILLAR – OUR INFRASTRUCTURE:
PRINCIPAL ACTIVITY - STORMWATER AND DRAINAGE**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Stormwater Levy for all towns to assist in funding capital works improvements in the Shire towns.	Maintain an external restricted cash reserve.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Achieved – Restricted cash reserve is in place.
Creation of Floodplain Risk Management Study and Plans.	Implement projects outlined in the Plan.	4.12 - Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.	Being Achieved – Supply and installation of the flood warning systems for Crookwell, Taralga, Collector and Gunning have been installed and tested. Feasibility study for the Gunning Levee is currently being undertaken by a Consultant.
Implement Floodplain Risk Management Plan actions.	Implement activities identified in Plan.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Achieved - Measure 2, Improvements in flood emergency response planning. Achieved - Measure 3, Increase public awareness of the risks of flooding in the Upper Lachlan community. Achieved - Measure 4, Scoping Study to assess requirements for the development and operation of a location-based severe weather warning system for the four villages, as well as the installation and operation of a telemetered water level recorder and landbased broadcasting system for the village of Gunning. Achieved - Measure 5, Implementation of a location-based severe weather warning and broadcasting system in each village, as well as the installation and operation of a landbased flood warning system for the village of Gunning. Being achieved - Included in the capital works program.

**CSP STRATEGIC PILLAR – OUR INFRASTRUCTURE:
PRINCIPAL ACTIVITY - PUBLIC CONVENIENCES AND AMENITIES**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Maintain public toilet facilities according to health requirements.	Weekly maintenance schedule undertaken.	4.4 - Develop town main street and CBD beautification programs.	Achieved – maintenance schedule is in place.
Street cleaning and maintenance of towns' main streets.	Annual Program.	4.4 - Develop town main street and CBD beautification programs.	Being achieved - Cleaning and maintenance are carried out as and when required.

**CSP STRATEGIC PILLAR – OUR INFRASTRUCTURE:
PRINCIPAL ACTIVITY - QUARRIES AND GRAVEL PITS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Prepare annual stocktake of gravel pits stock held and movements. Review quantity of gravel stock held for each gravel pit/quarry.	Complete by June each year. Audit annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – The gravel stocktake for 2023/2024 was completed in August 2024.
Review gravel royalty payment pricing model and internal charge rate and procedures.	Review and update gravel royalty payment annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – internal gravel charge was reviewed and adopted in the Operational Plan.
Erect signage as warning of potential hazard at quarries where Council have Quarry Management agreements.	Signage installed.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Signs erected. Quarry Management Plans have been developed and adopted by Council.

**CSP STRATEGIC PILLAR – OUR INFRASTRUCTURE:
PRINCIPAL ACTIVITY - PUBLIC CEMETERIES**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Prepare Plans of Management for all Council controlled cemeteries.	Review every five years.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved - the crown land identification process is not yet finalised. The crown land register is being reviewed.
Columbarium construction program.	Review columbarium requirements each year.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Columbarium in Dalton and Taralga are complete. Crookwell has a Columbarium. Need has been reviewed with no new Columbarium’s installed this financial year.
Undertake cemetery maintenance activities according to the adopted works schedule.	Within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – maintenance activities according to annual program and budget allocation are being prioritised. Lawn cemetery beams have been constructed this year at Crookwell cemetery and last year at Stonequarry cemetery.

**CSP STRATEGIC PILLAR – OUR INFRASTRUCTURE:
PRINCIPAL ACTIVITY – HOUSING AND BUILDING MAINTENANCE**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Regular inspection of Council buildings to inform building maintenance management program.	Annual inspection program.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Inspections are being carried out when onsite for reactive repair works and any issues identified are being logged and prioritised. Annual inspection program still to be developed.
Annual maintenance and repair program derived from inspections.	Repairs completed within 60 days of notification.	1.8 - Manage and upgrade Council’s public buildings and community centres.	Being achieved - Repairs and maintenance works are completed within 60 days. Proactive maintenance program still to be developed.

**CSP STRATEGIC PILLAR – OUR INFRASTRUCTURE:
PRINCIPAL ACTIVITY - ENGINEERING AND WORKS SUPERVISION**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Implementation and review of Asset Management Plan. Complete Special Schedule. Annual asset inspection and condition reporting program.	Assets reporting in accordance with OLG requirements.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – special schedule completed. Not achieved – Asset Management Plan to be developed in 2024/2025. Being achieved – Asset inspections have been partially undertaken and are ongoing.
Implement Statewide Mutual Public Liability audit verification requirements.	Complete annually within allocated deadline.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – Council has commenced the assessment of Risk Management for the Continuous Improvement Program (CIP).
Review Council Underground Petroleum Storage (UPS) systems; including diesel and petrol bowsers.	Comply with EPA regulations.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Council engaged Coffey's who completed environmental investigation.

**CSP STRATEGIC PILLAR – OUR INFRASTRUCTURE:
PRINCIPAL ACTIVITY - PLANT AND EQUIPMENT OPERATIONS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Prepare a plant and equipment 10 year forward plan.	Review and update annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Plant and Motor Vehicle Replacement Schedule has been prepared and reviewed annually.
Annual Plant Replacement schedule.	Replacement cost is within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - Plant replacements are proceeding in accordance with Plant Replacement Schedule in the Operational Plan. All plant items from 2023/2024 were delivered.
Achieve plant hire surplus each year.	Review annually adopted plant hire rates.	4.1 - Improve local road and regional road transport networks.	Achieved – Plant hire rates were reviewed and changes implemented.
Management of Council employee motor vehicle leaseback program.	Review annually.	4.1 - Improve local road and regional road transport networks.	Achieved – Leaseback program and agreement reviewed regularly. The new leaseback fee is implemented in July 2024.

**CSP STRATEGIC PILLAR – OUR CIVIC LEADERSHIP:
PRINCIPAL ACTIVITY – GOVERNANCE**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Implement organisation structure in accordance with Local Government Act requirements.	Reviewed regularly and after local government election.	5.4 – Leadership and commitment to integrated planning and reporting.	Achieved – Service reviews have been completed following AEC Group Financial Sustainability Report and a new structure approved by MANEX that will take effect in September 2024.
Council policy development and review.	Continual policy review and upgrade each year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – Policies are reviewed and updated every month. New policies are also developed when necessary. 38 policies were reviewed/ approved in 2023/2024
Council Meeting Business Paper creation and distribution.	Released one week prior to meeting date.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – Business Papers are consistently released one week prior to the meeting date
Complaint handling and service delivery.	Complete service requests within 15 business days.	5.4 – Leadership and commitment to integrated planning and reporting.	Being achieved – Complaints Policy and Procedure provides specific timelines for handling complaints.
Complete Council Annual Report.	Completed and sent to OLG by deadline each year.	5.3 - Promote community engagement and involvement in decision making processes.	Being achieved – reports are being finalised for the October 2024 Council Meeting.
Compliance with Office of Local Government Circulars and compliance with legislative and statutory amendments.	Circulars to be reviewed monthly.	5.2 - Lobby other levels of Government for increased share of funding distribution.	Achieved – circulars complied with and reported to Council as required by the Office of Local Government.
Councillor training program.	Support and deliver professional development training.	5.4 – Leadership and commitment to integrated planning and reporting.	Achieved – Councillor are inducted at the start of their term followed by professional development while they are in office

**CSP STRATEGIC PILLAR – OUR CIVIC LEADERSHIP:
PRINCIPAL ACTIVITY - TOURISM PROMOTION AND BUSINESS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Implement Upper Lachlan Destination Plan.	Review performance annually.	3.5 - Encourage and support viable local businesses.	Being achieved – our primary objective is to foster a thriving business community by providing support and opportunities for growth, we successfully organised events which featured local businesses, our marketing efforts included targeted social media campaigns and local advertising that spotlighted local businesses, we hosted workshops and networking events for local business owners. We are committed to continuing our support through upcoming initiatives.
Presentation of tourism function statistics.	Present to Council quarterly.	3.6 - Promote tourism opportunities and community events.	Being achieved – Reports to Council are now being received on a quarterly basis including Statistics provided through Destination NSW.
Implement Upper Lachlan Destination Marketing Plan.	Review actions each quarter.	3.5 - Encourage and support viable local businesses.	Being achieved – We are actively reviewing and advancing our destination marketing efforts through ongoing campaigns on social media and our website. We have successfully organised familiarisation tours, festivals, and local events, including Australia Day celebrations. Additionally, we continue to maintain and promote the Southern Tablelands maps and trails. We are also strengthening our partnership with Destination NSW by developing a cohesive identity and branding for the Southern Tablelands through the Southern Tablelands Committee. Furthermore, we are in the process of updating and enhancing our walking routes and Upper Lachlan Trails to attract more visitors.
Annually manage the tourism events and cultural activity grant funding programs.	Report on increased visitor spend.	3.6 - Promote tourism opportunities and community events.	Not achieved – Due to limited capacity the Cultural Funding Program and Events Funding program did not take place this FY.

KPI	Performance Measure	Delivery Program Actions	Performance Status
Prepare and distribute tourism publications; i.e. Destination Guide.	Distribution within program objectives.	3.6 - Promote tourism opportunities and community events.	Achieved – new Destination Guide has been distributed to all AVIC in NSW, local businesses and accommodation sites. Achieved - Industry and consumer newsletters and What's On are distributed monthly, as well as promotion of community events.
Implement the Tablelands Destination Development Plan in conjunction with the Tablelands Councils, Destination Southern NSW, and Destination NSW.	Review actions each quarter.	3.6 - Promote tourism opportunities and community events.	Being achieved – Actions being reviewed, 75% of the TDDP have been completed with other project activated but no yet complete, the signage strategy has been completed, social media training has been completed, sharing of resources, Famil programs are ongoing, we are pushing out new trails, and promoting the Southern Tablelands Brand. The TDDP will be looking for a refresh once the Visitor Economy Strategy has been released.
Manage fit out of the new Crookwell Visitor Information and Community Centre.	Opening of new facility.	3.6 - Promote tourism opportunities and community events.	Not achieved – the new Visitor Information Centre complete to lock up stage and internal works (fit out) will be undertaken in 2024/2025 subject to funding.
Business activity of the State Road MR54 RMCC contract and work orders to retain Transport for NSW accreditation.	Generate profit in accordance with contract limits.	3.2 - Prudent financial management.	Achieved - RMCC work completed in accordance with contract and generated a profit. Council has implemented RMCC safety management system. State Road MR54 work orders continued in accordance with Transport for NSW requirements and payment claims received. R2 Qualification renewed as per TfNSW requirements.

**CSP STRATEGIC PILLAR – OUR CIVIC LEADERSHIP:
PRINCIPAL ACTIVITY - CARAVAN PARKS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Implement Crookwell caravan park user charges.	Cost neutral facility.	3.5 - Encourage and support viable local businesses.	Achieved – A minor profit from operations was generated. The 2023/2024 Fees And Charges adopted by Council in June 2024.
Tourism business unit manage day to day operations of Crookwell Caravan Park, implement and oversee improvements to caravan park facilities.	Continue to promote facility and seek external grant funding.	3.6 - Promote tourism opportunities and community events.	Achieved – Site improvements completed including online-booking system implemented. Installed a marketing and promotion electronic sign at entry to site. Security upgrades completed to improve overall visitor experience and security of the Caravan Park.

3. CONDITION OF PUBLIC WORKS

Section 428 (2) (d)

a) Urban Roads and Streets

Council endeavours to provide a regular maintenance program throughout the year for all of the urban roads and streets in the towns and villages within the Shire. The 99.81 kilometres of urban roads are mostly in "Average Condition" with many of the bitumen pavement wearing surfaces having reached the end of their useful lives many years ago and these streets are prioritised for resealing and/or rehabilitation within the next five years.

b) Local Roads - Sealed

A program of regular ongoing maintenance is carried out throughout the year, which incorporates a program of resealing sealed rural local roads. The 541.45 kilometres of sealed local roads are in "Average Condition" however with the significant wet weather experienced in recent years, many of these roads are deteriorating in condition and will need rehabilitation over the next five years.

c) Local Roads - Unsealed

A program of gravel resheeting upgrades is incorporated in Council's annual capital works program and regular gravel maintenance works are carried out throughout the year. The 1,113.97 kilometres of unsealed local roads varies in condition from road to road. The vast majority of unsealed local roads require gravel overlays incorporating correct shape and crossfall to bring to a satisfactory condition. Considerably more stormwater culverts need to be installed and extensive lengths of table drains need to be reinstated.

The Council own source funded roads maintenance, asset renewals, bitumen reseals, and bridges expenditure on local roads totalled \$1,900,311. In addition to this \$2,488,622 was expended on local roads and bridges from the

Federal Government Financial Assistance Grants roads component allocation.

The Federal Government, \$1.2 million, Roads to Recovery funding was utilised on three gravel resheeting projects on local roads and pavement construction in townships of Taralga and Crookwell, and Kangaloolah Road, Gurrundah Road and Breadalbane Road rehabilitation projects.

d) Bridges on Local Roads

Council is responsible for the maintenance of concrete bridge and major culvert assets on local roads. All the timber bridges other than Julong Road over Crookwell River have now been replaced with concrete bridges. There are a total of 125 bridges and major culverts on Council local roads.

e) Regional Roads – Sealed and Unsealed

Council has 219.42 kilometres of sealed Regional Roads and 35.13 kilometres of unsealed Regional Roads that are subject to a regular maintenance and resealing program. Regional Roads include MR241 (Rye Park Road), MR248E (Laggan and Taralga Road), MR248W (Boorowa Road), MR52 (Grabben Gullen and Gundaroo Road), MR256 (Goulburn - Oberon Road), MR258 (Wombeyan Caves Road). Council utilises Transport for NSW (TfNSW) Block Grant funding as well as Council's own source funds to maintain and upgrade regional roads. There was expenditure on regional roads from all funding sources totalling \$6,629,860.

Stormwater Drainage

Urban stormwater network of 16km of pipes and pits are considered to be in a good condition with 80% condition rating in 1-3. Drainage maintenance is carried out on an ongoing basis as the need arises. There are an estimated 20% of urban stormwater which require further detailed inspection and improvement to bring to a satisfactory condition in in the next 5-10 years.

INFRASTRUCTURE ASSET VALUES

The written down value, at fair valuation, for Council's physical infrastructure assets as at 30 June 2024, are as follows:-

(\$'000)

• Roads – Sealed and Unsealed:	\$ 108,017
• Roads – Non Depreciable	
• Bulk Earthworks:	\$ 252,861
• Bridges:	\$ 59,939
• Footpaths:	\$ 3,249
• Buildings:	\$ 33,588
• Tip Assets:	\$ 1,827
• Quarry Assets:	\$ 243
• Other Structures:	\$ 1,687
• Stormwater Drainage:	\$ 16,628
• Water Supply Network:	\$ 29,551
• Sewerage Network:	\$ 19,821
• Other Asset classes:	\$ 42,212
TOTAL:	\$569,623

CONDITION OF WATER SUPPLIES & WASTEWATER SERVICES

As the owner and operator of water and wastewater infrastructure, Upper Lachlan Shire delivers essential public health services to its customers and community. Upper Lachlan is committed to the provision of clean, safe drinking water and fully functioning sewerage services. Through our strategic investments, in 2023/2024, Upper Lachlan continued to deliver programs that enhanced the reliability and reduced the environmental impact of our water and wastewater operations.

As driven by Council's Operational Plan, we delivered augmentations to our water network, asset replacements and other projects in support of our community's future growth.

Crookwell Water Supply

The Crookwell water supply system was commissioned in 1937, and the water treatment plant has progressively been augmented with the last major upgrade being in 2018.

The water supply and sewerage network assets were re-valued at "fair value" as of 30 June 2022. The water treatment plant delivers safe drinking water to the town of Crookwell and has enough spare capacity to allow for significant growth in Crookwell. Higher than expected water main breaks were experienced due to age and condition of water mains with the weather and ground conditions. This will continue as council continue to work through inspections and replacements.

Dalton Water Supply

Potable water stored at the Gunning water treatment plant is piped to Dalton through the approximately 11 km pipeline, which delivers safe drinking water to the town. Chlorination of the water supply from the Dalton Reservoir was renewed in this financial year.

Gunning Water Supply

The Gunning water treatment plant incorporates a large water storage dam to provide water security for the current population and allows for significant future growth.

Water supply was restored with replacement of pump and flow meter to the storage dam in September 2023 and the Lachlan River pump well was inspected and cleaned out in March 2024. The well has further works to be completed to ensure efficiency and will be programmed into the next financial year to look at options to upgrade. Water storage level at the dam is now back above 85% from 44% in September 2023.

Taralga Water Supply

The State of the off-creek storage and water treatment plant in Taralga was reviewed and dam safety report prepared at Council's request. In October 2020, Council reduced the Taralga off-stream storage capacity to 30%, following increasing concerns regarding the dam walls safety and proximity to residents.

Investigation works for a new water storage dam in Taralga were completed in September 2023. No works have progressed with new concept for off river storage due to financial constraints procuring block of land.

Taralga still working with a 30% off river storage and the two town water supply bores are getting integrated into the water plant. The bulk of these works were completed in 2023/2024.

Repairs and upgrades continue to be implemented at the water treatment plant which will incorporate the reconfiguring of the bores and the replacement of the granular activation carbon unit.

Village Bores and Standpipes

All bores were audited in July 2023 by the NSW Department of Natural Resources Access Regulator with plans to address non-conformances with the two sites in Crookwell.

Bores are to have water testing completed in the next financial year to coincide with water supply options and drought resilience.

Gunning Sewerage

Gunning STP is at capacity and will need to be upgraded or a new STP be constructed at

an alternate site to allow for the predicted growth of the town.

There has been no change to the STP apart from general maintenance and refurbishment of the aeration unit in pasveer channel. The site has also had vegetation removed around maturation dam and the area next to STP and Meadow Creek has been cleared and maintained. The PIRMP has been developed and training to all staff to activate if there are any environmental events. The EPA license was amended to incorporate the neighbouring gravel pit area next to STP



Gunning off River Water Storage Dam

Crookwell Sewerage

Crookwell's sewerage treatment plant was last upgraded in 1993. Through the IWCM process, the plant will be reassessed to determine whether any upgrade or replacement work is appropriate.

The STP has had several reported non-conformances to the EPA in 2023/2024 due to an aging infrastructure and plant. Key areas have been identified for upgrades and replacement for the subsequent financial years.

The sewage pipeline network in Crookwell is ageing with 4.5km condition assessed. Out of this scope areas have been identified for renewal with works to start in early 2024/2025. Further condition assessing will be completed in the same period. Council water and sewer staff had changed out over 30 damaged, leaking poor condition sewer access chamber lids in 2023/2024 to prevent stormwater infiltration and public safety.

A new main from the development on Tait Street was started at back end of 2023/2024 and will be completed early in next financial year.



Crookwell Water Treatment Plant

Taralga Sewerage

Taralga Sewage Treatment Plant had an effluent re-use system installed to reduce the amount of potable water used on the inlet screen which will reduce the production of potable water at the water Treatment Plant by between 10 to 15%. A new UV treatment system was installed at the back end of 2023/2024. This has more works to be completed into the next financial year.

The plant has some major works required in the next financial year, replacement of aeration pump, upgrading of pedestals to lift aeration pumps, replacement of the decant rubber and investigative works to increase

storage of effluent to allow more efficient use of the UV treatment.

4. LEGAL PROCEEDINGS DETAIL

In 2023/2024 Council incurred legal expenses to the tune of \$113,695 (ex GST). These expenses were incurred in the following areas:-

❖ Rates Recovery:	\$8,257
❖ Planning and Development:	\$15,280
❖ Financial services, sale of land for unpaid rates:	\$8,963
❖ Other professional legal services:	\$81,195

Court proceedings were required for certain accounts, which remained outstanding after statutory payment deadlines were exceeded. Council also exercised its right to sell privately owned properties to recover outstanding rates. This exercise incurred legal costs, which Council can recover from the defaulting account holders.

Council maintained the services of Pikes and Verekers Lawyers and Robert J McCarthy and Co Solicitors, whose services were engaged through the Canberra Region Joint Organisation (CRJO) Legal Services Panel. Council also engaged the services of HWL Ebsworth, RMB Lawyers, and BAL Lawyers via the Local Government Procurement Panel.

Pikes and Verekers Lawyers were engaged by Council to provide expert legal opinion relating to various aspects of Council's operations; including the contract for the sale of Crookwell/Taralga Aged Care, and the litigation matter before the Supreme Court brought against Council by Tutzing Pty Ltd.

Council also engaged the services of RMB Lawyers to recover funds from a former staff member, and reclaim security deposit paid to My Power Pty Ltd. Legal Force provided debt collection services to Council, while BAL Lawyers provided legal services relating to Planning and Development.

HWL Ebsworth provided legal services to Council when Lloyds Group went into liquidation in March 2023.

5. ELECTED MEMBERS – MAYORAL AND COUNCILLOR'S EXPENSES AND FACILITIES

Section 428 (2) (f) (r) of the Local Government Act 1993 and Clause 217 (1) (a1) of Local Government (General) Regulation 2021

Upper Lachlan Shire Council provided an annual Mayoral Fee of \$28,430 and provision of a motor vehicle for undertaking official engagements and mayoral duties. There are nine elected members of Council (Councillors); each is paid an annual fee of \$13,030. Councillors were reimbursed for expenses incurred in carrying out their responsibilities during the financial year including training, travelling and sustenance expenses.

The total amount expended on Upper Lachlan Shire Council's elected Councillors in 2023/2024 was \$217,129.00 and the expenditure included the following:-

❖ Mayoral Fees:	\$28,430
❖ Councillors Fees and Allowances:	\$129,295
❖ Other Councillors expenses (inc Mayor):	\$59,404

(In addition: *Please note the Delegates' expenses incorporates the above stated \$59,404 expense plus the below mentioned Councillor*

superannuation contributions, training, travelling, telephone and conference expenses).

- ❖ All Councillors are supplied with an iPad the annual data plan expense is \$2,699 for all 9 Councillors.
- ❖ Telephone calls made by Councillors; all nine Councillors have an annual telecommunications allowance of \$1,044 in accordance of with Council's Payment of Expenses and Provision of Facilities Policy. Therefore, telecommunications expense totals \$9,396.
- ❖ In November 2023, the Deputy Mayor Clr Mandy McDonald attended the Local Government NSW Annual State Conference with Council CEO and Clr Nathan McDonald. The conference registration included accommodation, conference and travel expenses for the event held in Sydney.
- ❖ In November 2023, Mayor Pan Kensit and CEO attended the Statewide Mutual 30th Birthday Cruise in Sydney this was a free event, the following day they attended NSW Country Mayors Association General Meeting Regional Forum for National General Assembly Delegates.
- ❖ In March 2024, the CEO and Mayor attended the LGNSW International Women's Day Lunch 2024 the ticket price was \$195.45 for the lunch and \$370.00 for one night's accommodation.
- ❖ The Mayor Clr Pam Kensit attended ANZAC day lunch event in April 2024 at Crookwell RSL for the Crookwell service in April 2024 the cost was \$25.00.
- ❖ The Mayor Clr Pam Kensit attended the quarterly Canberra Region Joint Organisation (CRJO) Board Meetings and attended Country Mayors Association Meetings with costs including accommodation and travelling.

- ❖ Clr Culhane travelled to Canberra as part of the Audit, Risk and Improvement Committee.
- ❖ No Councillors have undertaken overseas visits as representatives of Council.
- ❖ Expenses were paid by Council in the provision of child care fees for Clr Woodbridge on occasion whilst she attended a monthly Ordinary Council Meeting.

Clause 186, of Local Government (General) Regulation 2021

Regarding Information about induction training and ongoing professional development of Councillors.

The following Councillors completed continuous induction refresher or supplementary training during the year delivered from senior management: -

Clr Pam Kensit (Mayor)
 Clr Mandy McDonald (Deputy Mayor)
 Clr Paul Culhane
 Clr Darren O'Brien
 Clr Lauren Woodbridge
 Clr Nathan McDonald
 Clr Susan Reynolds
 Clr Joanne Marshall
 Clr John Searl

The Office of Local Government hosted online webinar sessions for Councillors to attend to assist with their professional development program.

The program included webinars on:-

- Safety in Councils
- Integrated Planning and Reporting
- RDASI – Cyber Security

The following Councillors undertook online webinar sessions:-

Clr Pam Kensit (Mayor)
 Clr Mandy McDonald (Deputy Mayor)
 Clr Susan Reynolds

Clr John Searl
 Clr Nathan McDonald

As part of their professional development training plan the following Councillors participated in:-

- In November 2023, the Deputy Mayor Clr Mandy McDonald and Clr Nathan Attended attended the LGNSW Conference as part of their professional development and as the Mayors nominated voting delegate.
- In June 2023, the Mayor Clr Pam Kensit and seven Councillors attended Local Government NSW Community and Stakeholder Engagement training. The cost was \$3,234.

POLICY ON THE PAYMENT OF EXPENSES AND PROVISION OF FACILITIES FOR USE BY COUNCILLORS

The Payment of Expenses and Provision of Facilities Policy must ensure that Councillors are reimbursed for expenses reasonably incurred in their performance of their role as a Councillor.

This Policy does not seek to remunerate Councillors for all expenses which may be incurred by individuals in performing the role of Councillor. Nor does it seek to remunerate Councillors for all of the time, expense and effort associated with the role of Councillor.

This policy complies with Section 252, of the Local Government Act 1993, and relevant departmental guidelines, by stipulating the limit, level and nature of any reimbursements for expenditures incurred in the reasonable performance of the role of Councillor.

The policy also describes the facilities provided to Councillors while excluding annual fees paid to Councillors under Sections 248-251, of the Local

Government Act 1993, which are a matter for the Local Government Remuneration Tribunal.

The policy has been prepared in accordance with the Local Government Act 1993 (the Act) and

POLICY SUMMARY:

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to assist them undertake their civic duties.

Local Government (General) Regulation 2021 (the Regulation), and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

It ensures accountability and transparency, and seeks to align payment of Councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy sets out the maximum amounts Council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
General travel expenses	Councillors: Vehicles under 2.5 litres - \$0.81 per/km Vehicles over 2.5 litres - \$0.95 per/km As calculated on a per kilometre basis by the rate set by the Local Government (State) Award.	Per month
Accommodation	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually (require tax invoice payment evidence) \$120 per Councillor (Includes 3 meals)	Maximum up to \$300 per night
Sustenance (Meals) associated		Per day
Sustenance within Shire	\$120 (Includes 3 meals)	Per day
Professional development	\$1,900 per Councillor	Per year
Superannuation Guarantee Contribution to Nominated Fund	11% of Members Fee and Mayoral Fee	Per month
Conferences and seminars	\$120 per Councillor Council will pay cost of conference / seminar	Per day
ICT telecommunication allowance	\$90 per Councillor	Per month
ICT smart devices and data plan (Council expense)	Provided to all Councillors \$35 per month	Per month
Carer Expenses	Reimbursement of \$30 per hour up to maximum of 5 hours on each occasion (require tax invoice payment evidence)	Per hour rate paid monthly
Access to facilities in the Council Chambers	Provided to all Councillors	Not relevant
Council motor vehicle and fuel card	Provided to the Mayor	Not relevant
Reserved parking space at Council offices	Provided to the Mayor	Not relevant

Expense or facility	Maximum amount	Frequency
ICT smart phone device and data plan (Council expense)	Provided to the Mayor	Per month
Furnished office	Provided to the Mayor	Not relevant
Executive Assistant to support Mayor and Councillors	Provided to the Mayor and Councillors	Not relevant

Additional costs incurred by a Councillor in excess of these limits are considered a personal expense that is the responsibility of the Councillor.

Councillors must provide claims for reimbursement each month and no later than within three months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a Council Ordinary Meeting every twelve months as part of Council's Annual Report and it is published on Council's website.

Part A - Introduction

1. Introduction

- 1.1. The provision of expenses and facilities enables Councillors to fulfil their civic duties as the elected representatives of Upper Lachlan Shire Council.
- 1.2. The community is entitled to know the extent of expenses paid to Councillors, as well as the facilities provided.
- 1.3. The purpose of this policy is to clearly state the facilities and support that are available to Councillors to assist them in fulfilling their civic duties.
- 1.4. Council Chief Executive Officer is empowered to question or refuse a request for payment from a Councillor when it does not accord with this policy.
- 1.5. Expenses and facilities provided by this policy are in addition to fees paid to Councillors. The minimum and maximum fees a Council may pay

each Councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

2. Policy Objectives

2.1 The objectives of this policy are to:-

- Enable the reasonable and appropriate reimbursement of expenses incurred by Councillors while undertaking their civic duties.
- Enable facilities of a reasonable and appropriate standard to be provided to Councillors to support them in undertaking their civic duties.
- Ensure accountability and transparency in reimbursement of expenses and provision of facilities to Councillors.
- Ensure facilities and expenses provided to Councillors meet community expectations.
- Support a diversity of representation.
- Fulfil the Council's statutory responsibilities.

3. Principles

3.1. Council commits to the following principles:-

- **Proper conduct:** Councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions.
- **Reasonable expenses:** providing for Councillors to be reimbursed for expenses reasonably incurred as part of their role as Councillor.

- **Participation and access:** enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor.
 - **Equity:** there must be equitable access to expenses and facilities for all Councillors.
 - **Appropriate use of resources:** providing clear direction on the appropriate use of Council resources in accordance with legal requirements and community expectations.
 - **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to Councillors.
- 4. Private or Political Benefit**
- 4.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2 Private use of Council equipment and facilities by Councillors may occur from time to time. For example, telephoning home to advise that a Council Ordinary Meeting will run later than expected.
- 4.3 Such incidental private use does not require a compensatory payment back to Council.
- 4.4 Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of Council facilities does occur, Councillors must reimburse the Council.
- 4.5 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:-
- Production of election material.
 - Use of Council resources and equipment for campaigning.
 - Use of official Council letterhead, publications, websites or services for political benefit.
 - Fundraising activities of political parties or individuals, including political fundraising events.
- Part B – Expenses**
- 5. General Expenses**
- 5.1. All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.
- 5.2. Expenses not explicitly addressed in this policy will not be paid or reimbursed.
- 6. Specific Expenses**
- General travel arrangements and expenses**
- 6.1. All travel by Councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2. Each Councillor may be reimbursed in accordance with their authorised expenditure per year, and the Mayor may be reimbursed in accordance with his/her authorised expenditure per year, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
- For public transport fares
 - For the use of a private vehicle or hire car
 - For parking costs for Council and other meetings
 - For toll charges
 - For Cab charge card or equivalent
 - For documented ride-share programs, such as Uber, where tax invoices can be issued.

- 6.3. Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.
- 6.4. Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

Interstate, overseas and long distance intrastate travel expenses

- 6.5. Given Council's location near an interstate border, travel to the Australian Capital Territory will be considered as general travel. Arrangements and expenses for this travel will be governed by Clauses 6.1 - 6.4.
- 6.6. In accordance with Section 4, Council will scrutinise the value and need for Councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the Council and the local community. This includes travel to sister and friendship cities.
- 6.7. Total interstate, overseas and long distance intrastate travel expenses for all Councillors will be reimbursed by a resolution of Council only per year. No amount is set aside in Council's annual budget.
- 6.8. Councillors seeking approval for any interstate and long distance intrastate travel must submit a case to, and obtain the approval of, the General Manager prior to travel.
- 6.9. Councillors seeking approval for any overseas travel must submit a case to, and obtain the approval of, a full Council Ordinary Meeting prior to travel.
- 6.10. The case should include:-
- Objectives to be achieved in travel, including an explanation of how the

travel aligns with current Council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the Councillor's civic duties.

- Who is to take part in the travel?
- Duration and itinerary of travel.
- A detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.

- 6.11. For interstate and long distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.
- 6.12. For interstate journeys by air of more than three hours, the class of air travel may be premium economy.
- 6.13. For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14. Bookings for approved air travel are to be made through the General Manager's office.
- 6.15. For air travel that is reimbursed as Council business, Councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

Travel expenses not paid by Council

- 6.16. Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

Accommodation and meals

- 6.17. In circumstances where it would introduce undue risk for a Councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the General Manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am

and the Councillor lives more than 50 kilometres from the meeting location.

- 6.18. Council will reimburse costs for accommodation and meals while Councillors are undertaking prior approved travel or professional development outside the Upper Lachlan Shire Council local government area.
- 6.19. The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually. For accommodation expense above daily limits threshold for Councillors, the approval of the expense shall be by the General Manager prior to a booking confirmation.
- 6.20. The daily limits for accommodation and meal expenses outside NSW or Australia are to be determined in advance by the General Manager, being mindful of Clause 6.19.
- 6.21. Councillors will not be reimbursed for alcoholic beverages and minibar expenses.

Refreshments for Council related meetings

- 6.22. Appropriate refreshments will be available for Council Ordinary Meetings, approved Council committee meetings, Councillor Briefings, Councillor Workshops, approved meetings and engagements, and official Council functions as approved by the General Manager.
- 6.23. As an indicative guide for the standard of refreshments to be provided at

Professional development

- 6.24. Council will set aside funds per Councillor annually in its budget to facilitate professional development of Councillors through programs, training, education courses and membership of professional bodies.
- 6.25. In the first year of a new Council term, Council will provide a comprehensive

induction program for all Councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.

- 6.26. Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the Councillor's civic duties, the Councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.27. Approval for professional development activities is subject to a prior written request to the General Manager outlining the:-
- Details of the proposed professional development.
 - Relevance to Council priorities and business.
 - Relevance to the exercise of the Councillor's civic duties.
- 6.28. In assessing a Councillor request for a professional development activity, the General Manager must consider the factors set out in Clause 6.27, as well as the cost of the professional development in relation to the Councillor's remaining budget.

Conferences and seminars

- 6.29. Council is committed to ensuring its Councillors are up to date with contemporary issues facing Council and the community, and local government in NSW.
- 6.30. Council will set aside funds annually, in its budget to facilitate Councillor Attendance at conferences and seminars. This allocation is for all Councillors. The General Manager will ensure that access to expenses relating to conferences and seminars is distributed equitably.
- 6.31. Approval to attend a conference or seminar is subject to a written request to the General Manager. In assessing a

Councillor request, the General Manager must consider factors including the:-

- Relevance of the topics and presenters to current Council priorities and business and the exercise of the Councillor's civic duties.
 - Cost of the conference or seminar in relation to the total remaining budget.
- 6.32. Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the General Manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.18 - 6.21.

Information and communications technology (ICT) expenses

- 6.33. Council will provide Councillors with a telecommunications allowance for expenses associated with appropriate ICT devices and services per annum for each Councillor. This includes expenses related to personal mobile phones and tablets, data, associated services and home internet costs.
- 6.34. Reimbursements will be made only for communications devices and services used for Councillors to undertake their civic duties, such as:-
- Receiving and reading Council business papers.
 - Relevant phone calls and correspondence.
 - Diary and appointment management.
- 6.35. Councillors may seek reimbursement for other applications on their mobile electronic communication device that are directly related to their duties as a Councillor as approved by the General Manager.

Special requirement and carer expenses

- 6.36. Council encourages wide participation and interest in civic office. It will seek to ensure Council premises and associated facilities are accessible, including provision for sight or hearing impaired Councillors and those with other disabilities.
- 6.37. Transportation provisions outlined in this policy will also assist Councillors who may be unable to drive a vehicle.
- 6.38. In addition to the provisions above, the General Manager may authorise the provision of reasonable additional facilities and expenses in order to allow a Councillor with a disability to perform their civic duties.
- 6.39. Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of reasonable carer's expenses for attendance at official business, plus reasonable travel from the principal place of residence.
- 6.40. Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 6.41. In the event of caring for an adult person, Councillors will need to provide suitable evidence to the General Manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

Home office expenses

- 6.42. Each Councillor may be provided with minor items of consumable stationery for the maintenance of a home office, such as a ream of plain paper, on request and approval by the General Manager.

7. Insurances

- 7.1. In accordance with Section 382, of the Local Government Act 1993, Council is insured against Public Liability and

Professional Indemnity claims. Councillors are included as a named insured on this Policy.

- 7.2. Insurance protection is only provided if a claim arises out of or in connection with the Councillor's performance of his or her civic duties, or exercise of his or her functions as a Councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 7.3. Council shall pay the insurance policy excess in respect of any claim accepted by Council's insurers, whether defended or not.
- 7.4. Appropriate travel insurances will be provided for any Councillors travelling on approved interstate and overseas travel on Council business.
- 7.5. Council is insured against Councillors' and Officers liability claims. Councillors are included as a named insured on this Policy.
- 7.6. Council is insured against Personal Accident liability claims. Councillors are included as a named insured on this Policy

8. Legal assistance

- 8.1. Council may, if requested, indemnify or reimburse the reasonable legal expenses of:-
 - A Councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the Councillor
 - A Councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the Councillor
 - A Councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the Councillor.
- 8.2. In the case of a code of conduct complaint made against a Councillor, legal costs will only be made available where the matter has been referred by the General Manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the Councillor.
- 8.3. Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a Councillor acted corruptly would not be covered by this section.
- 8.4. Council will not meet the legal costs:-
 - Of legal proceedings initiated by a Councillor under any circumstances.
 - Of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.
 - For legal proceedings that do not involve a Councillor performing their role as a Councillor.
- 8.5. Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a Council Ordinary Meeting prior to costs being incurred.

Part C - Facilities

9. General facilities for all Councillors

Facilities

9.1. Council will provide the following facilities to Councillors to assist them to effectively discharge their civic duties:-

- Use of the Council Chambers, when and where available, appropriately furnished to include telephone, desk and appropriate refreshments (excluding alcohol).
- Postage of official correspondence – all mail is to be directed through the Council's own mailing system and records management EDMS.
- Use of a Council owned smart device for official business use.
- Personal protective equipment for use during site visits.
- Use of a Council owned Laptop Computer or Tablet, if required.
- Minor items of consumable stationery.
- A name badge which may be worn at official functions, indicating that the wearer holds the office of a Councillor and/or Mayor or Deputy Mayor.

9.2. Councillors may book meeting rooms for official business in a specified Council building at no cost. Rooms may be booked through the Executive Assistant to the General Manager or other specified staff member.

9.3. The provision of facilities will be of a standard deemed by the General Manager as appropriate for the purpose.

Stationery

9.4. Council will provide the following stationery to Councillors upon request:-

- Business cards.

Administrative support

9.5. Council will provide administrative support to Councillors to assist them with their civic duties only; i.e. booking training and associated accommodation. Administrative support is provided by Council's Executive Assistant to the General Manager or their delegate.

9.6. As per Section 4, Council staff are expected to assist Councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

10. Additional facilities for the Mayor

10.1. Council will provide to the Mayor a maintained motor vehicle to a similar standard of other Council vehicles, with a fuel card. The vehicle will be supplied for use on business, professional development and attendance at the Mayor's office.

10.2. The Mayor must keep a log book setting out the date, distance and purpose of all travel. This must include any travel for private benefit. The log book must be submitted to Council on a monthly basis.

10.3. The Mayoral Fee allowance will be reduced to cover the cost of any private travel recorded in the log book, calculated on a per kilometre basis by the rate set by the Local Government (State) Award.

10.4. A parking space at Council's offices will be reserved for the Mayor's Council-issued motor vehicle for use on official business, professional development and attendance at the Mayor's office.

10.5. Use of a Council owned smart device and mobile telephone for official business use.

10.6. Council will provide the Mayor with a furnished office incorporating a computer configured to Council's standard operating environment, telephone and meeting space, when available or at least, access to the Council Chambers as a meeting room.

- 10.7. In performing his or her civic duties, the Mayor will be provided with administrative and secretarial support, including support from Council's Executive Assistant to the General Manager and other support as determined by the General Manager.
- 10.8. As per Section 4, Council's Executive Assistant to the General Manager provides support to the Mayor's office for work on official Council business only, and not for matters of personal or political interest, including campaigning.

Part D - Processes

11. Approval, payment and reimbursement arrangements
- 11.1. Expenses should only be incurred by Councillors in accordance with the provisions of this policy.
- 11.2. Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 11.3. Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:-
- Local travel relating to the conduct of official business.
 - Carer costs.
- 11.4. Final approval for payments made under this policy will be granted by the General Manager.

Direct payment

- 11.5. Council may approve and directly pay expenses. Requests for direct payment must be submitted to the General Manager for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

Reimbursement

- 11.6. All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts

and/or tax invoices and be submitted to the Chief Financial Officer.

Advance payment

- 11.7. Council may pay a cash advance for Councillors attending approved conferences, seminars or professional development.
- 11.8. The maximum value of a cash advance per day of the conference, seminar or professional development will be approved by the General Manager.
- 11.9. Requests for advance payment must be submitted to the General Manager for assessment against this policy with sufficient information and time to allow for the claim to be assessed and processed.
- 11.10. Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to Council:-
- A full reconciliation of all expenses including appropriate receipts and/or tax invoices.
 - Reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

Notification

- 11.11. If a claim is approved, Council will make payment directly to the supplier or reimburse the Councillor through accounts payable.
- 11.12. If a claim is refused, Council General Manager will inform the Councillor in writing that the claim has been refused and the reason for the refusal.

Reimbursement to Council

- 11.13. If Council has incurred an expense on behalf of a Councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:-

- Council will issue a tax invoice to a Councillor for the expense required to be paid.
- The Councillor will reimburse Council for that expense within 14 days of the tax invoice date.

11.14. If the Councillor cannot reimburse Council within 14 days of the tax invoice date, they are to submit a written explanation to the General Manager. The General Manager may elect to deduct the amount from the Councillor's monthly member fee allowance.

Timeframe for reimbursement

11.15. Unless otherwise specified in this policy, Councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

12. Disputes

- 12.1. If a Councillor disputes a determination under this policy, the Councillor should discuss the matter with the General Manager.
- 12.2. If the Councillor and the General Manager cannot resolve the dispute, the Councillor may submit a Notice of Motion to a Council Ordinary Meeting seeking to have the dispute resolved.

13. Return or retention of facilities

- 13.1. All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a Councillor or Mayor ceasing to hold office or at the cessation of their civic duties.
- 13.2. Should a Councillor desire to keep any equipment allocated by Council, then this policy enables the Councillor to make application to the General Manager to purchase any such equipment. The General Manager will determine an agreed fair market price or written down value for the item of equipment.
- 13.3. The prices for all equipment purchased by Councillors under Clause 13.2 will be recorded in Council's Annual Report.

14. Publication

14.1. This policy will be published on Council's website.

15. Reporting

- 15.1. Council will report on the provision of expenses and facilities to Councillors as required in the Act and Regulations.
- 15.2. Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a Council Ordinary Meeting every twelve months and published in full on Council's website. These reports will include expenditure summarised as a total for all Councillors.

16. Auditing

16.1. The operation of this policy, including claims made under the policy, will be included in Council's audit program and an audit undertaken annually.

17. Breaches

- 17.1. Suspected breaches of this policy are to be reported to the General Manager.
- 17.2. Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

PART E – Appendices

Appendix I: Related legislation, guidance and policies

Relevant legislation and guidance

- Local Government Act 1993, Sections 252 and 253.
- Local Government (General) Regulation 2021, Clauses 217 and 403.
- A New Tax System (Goods and Services Tax) Act 1999;
- Crimes Act 1900;

- Environmental Planning and Assessment Act 1979;
- Government Information (Public Access) Act 2009;
- Independent Commission against Corruption Act (ICAC) 1988;
- Ombudsman Act 1974;
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- State Records Act 1998;
- Superannuation Guarantee (Administration) Act 1992;
- Office of Local Government – Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2017;
- ICAC publication “No Excuse for Misuse, preventing the misuse of Council resources”;
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

Related Council policies

- Access to Information Policy;
- Bribes, Gifts and Benefits Policy;
- Code of Business Practice;
- Code of Conduct;
- Code of Meeting Practice;
- Complaints Management Policy;
- Corporate Credit Card Policy;
- Councillor Training and Development Policy;
- Delegations of Authority Policy;
- Designated Person Disclosing Interests Returns Policy;
- Digital Information Security Policy;
- Disclosures of Interest at Meetings Policy;
- Fraud and Corruption Prevention Policy;
- Government Information (Public Access) Policy;
- Harassment Policy;
- Interaction between Councillors and Staff Policy;
- iPad Policy;
- Public Interest Disclosures - Internal Reporting Policy;
- Internet and Email Policy;
- Local Government (State) Award 2020;
- Mobile Telephone Policy;
- Procurement Policy;
- Privacy Policy;
- Privacy Management Plan;
- Related Party Disclosures Policy;
- Salary Sacrificing Policy;
- Section 355 Committee Code of Meeting Practice;
- Section 355 Committee Policy;
- Social Media Policy;
- Statement of Ethical Principles.

Appendix II: Definitions

The following definitions apply throughout this policy.

Term	Definition
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a Councillor
appropriate refreshments	Means food and beverages, excluding alcohol, provided by Council to support Councillors undertaking official business
Act	Means the <i>Local Government Act 1993 (NSW)</i>
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of Council who is not suspended, including the Mayor
General Manager	Means the General Manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided in the text and summarised in Appendix 1
NSW	New South Wales
official business	Means functions that the Mayor or Councillors are required or invited to attend to fulfil their legislated role and responsibilities for Council or result in a direct benefit for Council and/or for the local government area, and includes: Ordinary meetings of Council Meetings of committees facilitated by Council Civic receptions hosted or sponsored by Council Meetings, functions, workshops and other events to which attendance by a Councillor has been requested or approved by Council
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a Councillor or the Mayor
Regulation	Means the Local Government (General) Regulation 2021
year	Means the financial year, that is the 12 month period commencing on 1 July each year

6. SENIOR STAFF

Part 9, Division 7, subdivision 1 and Clause 217 (1) (b) and (c) of the Local Government (General) Regulation 2021

In accordance with Section 332(2), of the Local Government Act 1993, there are four designated Senior Staff positions within Council. During the 2023/2024 financial year, the remuneration package applicable for Upper Lachlan Shire Council’s Chief Executive Officer (CEO) was:-

Chief Executive Officer (CEO):

Ms Alex Waldron

Total Remuneration:

Gross Salary component of package:	\$306,000
Employer Superannuation Contribution:	\$33,660
Fringe Benefits Tax for non-cash benefit:	\$3,723
Salary Package Allowances: (Remote area housing, residential fuels, telephone rental)	\$8,760
Professional Development:	<u>\$0</u>
CEO - Total Remuneration	<u>\$352,143</u>

Designated Senior Staff:

The remuneration package applicable for the Upper Lachlan Shire Council’s Designated Senior Staff was:-

Director of Environment and Planning – Mr Simon Arkinstall

Director of Finance and Administration – Mr Andrew Croke

Director of Infrastructure – Mr Leon Kruger

Senior Staff – Directors Total Remuneration:

Gross Salary component of package:	\$672,187
Employer Superannuation Contribution:	\$73,941
Fringe Benefits Tax for non-cash benefit:	\$13,390
Salary Package Allowances: (Remote area housing, residential fuels, telephone rental)	\$20,372
Professional Development:	<u>\$0</u>
Senior Staff Total Remuneration	<u>\$779,890</u>



Australian Citizenship ceremony

7. CONTRACTS

Section 428 (2)

Payments for goods and services, under contractual arrangements during 2023/2024, greater than \$150,000, is shown pursuant to the Local Government Act 1993, Local Government Regulations and Tendering Guidelines.

Employment contracts (that is contracts of service), employee superannuation payments,

contracts for purchase of land and/or buildings are not included in the contracts detailed.

Contracts greater than \$150,000, including the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount paid to the contractor are provided below. Please note that the contract payments listed below may exceed the nominated contract value, due to variation of contract terms and conditions.

Company Name	Goods, works or services provided	Total annual value (ex GST)
FDC Construction & Fitout Pty Ltd	Construction and Fitout of Crookwell Multi-purpose Aquatic and Activity Centre	\$ 4,210,714.96
Roadworx	Heavy Patching Program	\$ 3,854,565.05
Divall's Earthmoving & Bulk Haulage	Roadworks, supply of gravel, winning and crushing, Storm Repairs, Civil Works, Plant & Equipment Hire	\$ 3,452,465.12
Specialist Site Services Pty Ltd	Slip 7 Wombeyan Caves Rd, Rectification of slips 7 & 8	\$ 1,912,190.50
Stabilised Pavements Of Australia	Main Road 52 Heavy Patching - full service HP Tender	\$ 1,468,820.43
Hartwigs Trucks Pty Ltd	6x4 Tipping Truck x 1, New Prime Mover x 1, Fuso shogun prime mover and tipping trailer x 1	\$ 1,105,218.55
Coopers Earthmoving & Haulage	Roadworks, Storm Repairs, Civil Works, Plant & Equipment Hire	\$ 1,069,159.31
Lowes Petroleum Service (Ocwen Energy)	Supply of Bulk Fuel Diesel	\$ 1,010,817.91
Greenwich Build Pty Ltd	Gunning Showground Amenities and Gunning Pool Amenities	\$ 988,795.04
A J Parsons Earthmoving Pty Ltd	Plant Hire and Civil works	\$ 838,189.98
Crookwell Hay Contractors	Plant Hire	\$ 472,375.75
Southern Truck Centre (Queanbeyan)	Volvo Fe with Superior Pak Body - New Garbage truck	\$ 453,277.20
Yass Earth Movers	Plant Hire, Excavators, Trucks, Water Cart	\$ 447,363.55
Veolia Environmental Services	Transfer and Disposal of Waste	\$ 403,104.68
Bridge & Civil Pty Ltd	Julong Bridge and Burra Burra Creek Bridge Projects	\$ 397,466.31
Holcim (Australia) Pty Ltd	Supply of Road Construction Material – Heavy Bound Base 4%	\$ 389,174.07
Agile Abor Pty Ltd	Tree Trimming various locations	\$ 380,992.70

Company Name	Goods, works or services provided	Total annual value (ex GST)
Komatsu	New Plant Komatsu WA320-8 Loader	\$ 370,680.15
Black Mountain Construction Assurance	Contractor, Project management and contract preparation	\$ 362,771.75
Colliers International Project Management	Project management of Crookwell Multi-purpose Aquatic and Activity Centre	\$ 356,290.00
Country Wide Asphalt & Civil Pty Ltd	Roslyn Road Resealing	\$ 314,530.32
Reliance Engineering Services Pty Ltd	Engineering consultancy services, Storm Damage work	\$ 308,706.60
Wollongong Linemarking Services Pty Ltd	Line marking Main Road 54 and Line marking Local & Regional Roads	\$ 297,814.88
AGL Sales Pty Limited	Electricity Supply July-December 2023	\$ 296,880.46
John McGrath Ford	Replacement Fleet vehicles x 5	\$ 275,594.76
Shell Energy Retail Pty Ltd	Electricity Supply January - June 2024	\$ 275,085.36
Marathon Modular - Marathon Group Pty Ltd	Lin Cooper Oval - change rooms and amenities	\$ 273,001.92
A Plant Equipment	Plant Hire, rollers, loader, excavator	\$ 268,161.20
Moduplay Commercial Systems	Coleman Park Playground Equipment	\$ 260,491.00
Downer EDI Works Pty Ltd	Emulsion and Sealing	\$ 250,891.50
Summit Tree Services	Overhead Tree Trimming Program - Various locations	\$ 239,304.42
Idea Control Pty Ltd	Sewer and Water Treatment Plant repairs and maintenance	\$ 238,030.52
Darjeeling Pastoral Pty Ltd	Tait Street Crookwell Sewer Upgrade	\$ 235,152.53
Boral Asphalt	Coldmix	\$ 234,971.39
Patches Asphalt	Asphalting multiple segments Tuena	\$ 220,901.44
Cleanaway	Waste Removal Services	\$ 209,524.71
First Choice Earthworks Pty Ltd	Roadworks, Storm Repairs, Civil Works, Plant & Equipment Hire	\$ 177,946.75
Traymark Industrial Caravans Pty Ltd	Purchase of 2 Caravan Meal Rooms	\$ 176,160.40
Bridge & Marine Engineering Pty Ltd	Bridge over Burra Burra Creek	\$ 170,378.66
Rollers Australia Pty Ltd	Plant and Equipment Hire	\$ 167,905.09
Impact Drill & Blast	Drill and Blasting services	\$ 167,728.77
Civica Pty Limited	Software Licences	\$ 165,022.02
Geissler Motors	Replacement Fleet vehicles x 3	\$ 164,985.93
Accurate Electrical Services Pty Ltd	Gunning Showground Electrical work and Internal Power works at Gunning Showground	\$ 156,251.00

8. RURAL FIRE SERVICE ACTIVITIES

Section 428 (2) (i) GENERAL

Upper Lachlan Shire Council, Yass Valley Council and Goulburn Mulwaree Council have agreed to enter into a rural fire district zone and service level agreement with the NSW Rural Fire Service (RFS) pursuant to Section 12A, of the Rural Fire Services Act 1997.

Council supports the RFS by making an annual financial contribution to them for undertaking the day-to-day management of the rural fire services on behalf of the three Councils. The Councils also provide administration and finance resources support for the RFS operations.

Upper Lachlan Shire Council collects and expends Section 7.11 Development Contributions related to emergency service contributions on behalf of individual brigades as necessary.

HAZARD REDUCTION

These duties are now undertaken by the NSW Rural Fire Service and include such activities as fire trail maintenance and assisting landowners and other agencies with hazard reduction operations if requested.

Council carried out hazard reduction work such as slashing of road verges and controlled mowing of open spaces and ensuring these areas are free of undergrowth that may be likely to constitute a bushfire hazard.

STATUTORY BUSHFIRE DANGER PERIOD

1 October 2023 to the 31 March 2024 (this is varied subject to local conditions).

BRIGADE CALLOUTS – 2023/2024

Fire and Other Incidents

For the financial year 2023/2024, the RFS in the Southern Tablelands Zone attended 773 incidents. This does not include the count for out of area assistance and overseas deployment.

Below is the Upper Lachlan Shire local government area the RFS responded to: -

• Grass/forest/scrub fires/explosions	83
• Motor vehicle accident/car fire	40
• Hazard Conditions	3
• Service Calls	16
• Good intent Calls	6
• Other	0
• Not Classed	3

The above statistics represents a total of 156 incidents attended for the twelve months.



RFS member chatting with Mayor Pam Kensit and CEO Alex Waldron

9. CULTURAL, LIBRARY AND TOURISM SERVICES

9a) CULTURAL SERVICES

PROGRAMS TO PROMOTE SERVICES AND ACCESS TO SERVICES FOR PEOPLE OF DIVERSE CULTURAL AND LINGUISTIC BACKGROUNDS

Section 428 (2) (j)

Programs undertaken by Council to promote services and access to services for residents included those activities listed below. Council believes these programs provide access to all residents of the Shire given the nature of the close knit rural communities that exist within the Shire.

Council undertook the following initiatives: -

- Ongoing implementation of the Cultural Plan provides support for local activities.
- Cultural events funding program of \$3,000 annually.
- Continuation of activities outlined within the Social and Community Plan for the Shire.
- Partnered with local community groups to implement plan for new events and activities.
- Continued with grant applications for Cultural activities.
- Continuation of the library service for the towns of Gunning and Crookwell.
- Continued partnership with Southern Tablelands Arts (STARTS) on program delivery.



Cr Nathan McDonald and Mayor Kensit with Catherine Culley being recognised for NSW Volunteer of the year awards 2023

9b) LIBRARY SERVICES

MISSION STATEMENT: To assist residents to fulfil their informational, cultural and recreational needs by providing appropriate Library resources and services.			
Key Performance Indicator	Performance Measure	Delivery Action	Performance Status
Quarterly Reports for library services to Council.	Report to Council by deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Quarterly Reports for both branch libraries are prepared within a month of the end of the quarter.
Complete NSW State Library Return of Local Priority Grant Report and Statement of Library Operations.	Completed by State Library deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Library Return was completed and sent to NSW State Library in October 2023.
Provide an outreach program to Upper Lachlan Shire villages and community groups that are not serviced directly by a Library branch.	Outreach visits to each village school once a term.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – all small schools in the Shire were offered a visit during 2023.
Provide a program of regular Library activities targeted towards youth aged 12 to 25 years.	Program of regular youth activities is implemented.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – a weekly Dungeons and Dragons activity is in place, since February 2024. This will continue into the foreseeable future.

OVERVIEW:

The Upper Lachlan Shire Library Service had a very positive and engaged year, with visits and participation in Library events continuing to increase compared to previous years. Comments from Library visitors praise the warm and inviting atmosphere, access to services such as printing and the Internet, the selection of books available, and the great activities.

Our Libraries were also recognised this year with a 2024 Local Government Excellence Award for the Transformative Power of Rainbow Storytime.

The Upper Lachlan Shire Library Service continues to operate under a Service Level Agreement with Goulburn Mulwaree Council. Under the agreement Goulburn Mulwaree provides cataloguing and acquisition services, and Library members have access to the shared collections. The Service also connects with Libraries on a wider level through its membership in the South East Zone. This group acts as a consortium to subscribe to eResources, which enables wider access to eBooks, eMagazines, and eAudiobooks than would be possible for the Service acting alone.

PROMOTION:

Our Libraries continued to achieve good engagement with our local community on social media using Facebook and Instagram. We engage with our community through a variety of other methods including our webpage, email newsletter, posters and flyers in the Library and around town, school newsletter items, and a monthly column in the Upper Lachlan Gazette. This variety of promotional methods means that Shire residents can access information about the Library's resources and services in the way that suits them best.

EVENTS:

This year the library team focused on continuing our programs to teens and young adults, as well as delivering high quality programs and services to pre-schoolers, primary school aged children, and adults. The reach of programs has been extended by grant funding and collaboration with groups such as Service NSW, Friends of Crookwell Library, Friends of Gunning Library, NBN Co, Creative Gunning, Telstra, Council's Biosecurity team and NSW Department of Transport.



Richard Glover author talk, Crookwell Library

Services for Adults:

Adult events included:

- Author talks – from authors including Chris Hammer, William McInnes, Richard Glover and Victoria Purman.
- Workshops/talks – including Tech Savvy Seniors, Library Lovers artworks, International Knit in Public Day, Australia's Biggest Morning Tea, beekeeping, scams awareness, wreath making, and Savings Finder.
- Regular Activities – Gunning Crafternoon, Crookwell Writer's Group, Crookwell Scrabble, Crookwell Book Chat.



William McInnes author talk, Gunning Library

- Our Libraries continued to be visited by the NBN Digital Mentor, to provide one-on-one assistance each month.

Services for Children and Young People:

The Library’s early childhood literacy programs and school aged programs continue to attract large numbers of participants from a range of community groups. Activities included:

- Regular Storytime sessions for preschool age children, including Sensory Storytime and special Storytime events including Rainbow Storytime, Horses’ Birthday, RFS, and Remembrance Day.



Rainbow Storytime, Crookwell Library

- Weekly Read & Rhyme Sessions for babies and toddlers
- Weekly Lego Club for Primary School age children
- Weekly Dungeons and Dragons sessions for teenagers
- National Simultaneous Storytime
- Summer Reading Club
- School holiday and afterschool workshops – including NAIDOC Week activities, Mothers and Father's Day craft, perspective drawing, Chinese New

Year, Youth Week Battle Royale, bracelet making, pot decorating, secret book box making, and table top games.



School Holiday Workshop, Gunning Library

OUTREACH SERVICES:

This year our Libraries have been pleased to run outreach visits with schools across the Shire. Schools close to our Libraries have brought students to the Library to participate in Storytime and craft activities, while Library staff have visited small schools across the Shire to provide information about Library services and fun activities for students who may not regularly be able to visit physical branches.

In addition, the Library hosted Crookwell Public School primary students for a ‘Middle School Program’ using Lego, with assistance from Council’s Project Officer for engineering advice and mentoring.

We also visited nursing homes in Crookwell and Taralga to provide an introduction to iPads and the Internet to residents.



Games Van Visit, Bigga

COLLECTIONS, RESOURCES & FACILITIES:

Collections

The Upper Lachlan Shire Library Service collections continued to be enhanced with the addition of new items, and a weeding and discard program. Stock rotation of items continues between Crookwell and Gunning branches, and patrons have appreciated the ready access to new items.

Our Libraries have also introduced a new jigsaw puzzle collection, as well as ‘HiLo Readers’, for older children who struggle with reading.



Jigsaw Puzzles, Gunning Library

Our Libraries have continued to collect items of ephemera such as newsletters, flyers, and articles that relate to the local area’s history. These items will be invaluable to the local history researchers of the future.

Across the year our Libraries have displayed a range of exhibits with a selection of fiction and non-fiction resources showcased an interesting variety of items for loan in our Libraries. Many of these displays coincided with national or local community events. For example, Books in Your Language, R U OK Day, ANZAC Day, Bridgerton, Pride Month, St Patrick’s Day, and Back to School.

The Library’s webpage also showcased new resources, as well as displayed themed carousels on upcoming events.



R U OK display at Crookwell Library

Resources

Our collections were improved by a number of extra purchases and donations, including:

- Gunning District Landcare donated several books about the local environment



Books donated by Gunning District Landcare

- The State Library of NSW provided updated titles in the Find Legal Answers collection.



New titles donated by the State Library of NSW

The Friends of Gunning Library assisted in the purchase of a range of Library materials.



Some of the new titles donated by the Friends of Gunning Library

Our Library Service received extra funding from a number of grants and other funding sources this year, including:

- The Department of Regional NSW, Office for Regional Youth, provided school holiday funding for a games van to visit the villages around the Shire.



Games Van Visit, Binda

- The LBW Trust and FOLA provided funding for Lego robotics kits, to be used in Library programs to engage young people in STEM.



Lego Robotics Kits

- Telstra and the NSW State Library provided funding for the Tech Savvy Seniors program, aimed at improving the technology skills of local residents aged 65 and over in a small group setting.



Tech Savvy Seniors

Facilities

Our Libraries continue to be a place for older people, young people, and families to meet, socialise, and relax as well as a place where students can study and undertake exams. We provide access to technology and information, and by doing so help to reduce the digital divide.

The Library brings together people with diverse backgrounds through a range of informal social activities and structured group activities. This year the Crookwell Library continued to serve as a drop-off point for donations to the Crookwell Community Kindness Project.

LIBRARY FRIENDS AND OTHER LIBRARY VOLUNTEERS:

The Library Friends groups continued to raise funds through book sales and raffles, and have supported a range of Library projects and events, purchased magazine subscriptions, resources, and other items for our collections. Our volunteers also help with a range of Library services, such as shelving, organising and facilitating the book sales, and making Home Library Service deliveries.



Library Lovers’ Day Raffle, Gunning Library



9c) REGIONAL TOURISM

General Overview

The 2023/2024 year has been positive for the Tourism unit of the Upper Lachlan Shire Council, with significant developments in the tourism sector despite broader industry challenges.

For the year ending March 2024, domestic visitation to our region demonstrated solid performance:

- Visitors:** 4.6 million, reflecting a 4.1% increase.
- Nights Stayed:** 3.9 million, up by 3%.
- Expenditure:** \$1.1 billion, experiencing a slight decrease of 2.8%.

Overall, the Tourism unit has achieved commendable progress in industry development, showcasing resilience and growth in visitation and stay duration, even as expenditure faced a minor decline.

Tourism activity overview

- Completed Product Audit
- Completed new Destination Guide
- Crookwell Christmas Twilight Markets
- Social Media promotion
- Successful application for the Open Street Grant
- Monthly What’s On
- Industry networking
- Liquor licence obtained
- Completed Southern Tablelands Tourism Signage Strategy

Branding

The Tourism unit is actively collaborating with the Council to integrate cohesive branding elements, including text types and colours, into our latest publications. This includes updates to key materials such as the Destination Guide, What’s On, and Guided Walks.





In addition, the Upper Lachlan Tourism unit continues to leverage the Southern Tablelands branding for all joint initiatives with the Southern Tablelands Steering Committee. This committee includes the Yass Valley, Hilltops, Queanbeyan-Palerang and Goulburn-Mulwaree Councils.

Visitor Servicing

The Crookwell Visitor Information Centre plays a vital role within the Tourism business unit. Following a review in April 2024, the Centre successfully achieved reaccreditation, reaffirming its quality and service standards.

Ongoing research underscores the significant impact of Visitor Information Centres (VICs) on regional and state economies, highlighting their contributions to local job creation and community well-being. In New South Wales, VICs have experienced notable increases in visitation (3%), email inquiries (23%), and tourism product bookings (28%).

The key functions of a VIC that drive growth in the visitor economy include:-

- Serving as the primary visitor touchpoint in the destination
- Enhancing the visitor experience
- Communicating the destination's story
- Assisting with visitor information inquiries
- Expanding industry reach
- Selling local produce
- Fostering community pride
- Extending visitation duration
- Increasing visitor spending
- Promoting local businesses

For the 2023-2024 period, the Crookwell Visitor Information Centre recorded 5,695 walk-in visitors, a slight decrease from the previous year's total of 5,827.



Walk In's – Crookwell Visitor Information Centre

Promotion

The Tourism unit remains dedicated to showcasing local businesses and tourist destinations through various channels, including social media platforms, monthly publications, and targeted advertising.

In collaboration with Destination Southern, we successfully hosted the "How To Do Tourism" workshop for local businesses and tourism providers in Gunning, Crookwell, and Taralga. This well-attended event provided valuable insights and support to the local tourism and business community.

Additionally, the Tourism unit actively supports community run events by contributing time, resources, advertising, and expert advice. This ongoing commitment helps enhance the visibility and success of local events.

Events

The 2023/2024 year featured several notable events, each showcasing the vibrant community spirit and local engagement including:-

Crookwell Christmas Twilight Market: Held on Spring Street, Crookwell, this event was a highlight of the festive season. Running concurrently with the Carols in the Park, it drew

a large crowd with its array of local markets, children’s activities, food trucks, bar, and entertainment.

Australia Day Celebrations: Celebrations took place at Crookwell Memorial Park and Gunning Showground, with invaluable support from local community groups including Lions, Rotary, CWA Day and CWA Night, and Scouts Gunning. The festivities featured live music, children’s activities, food and drinks, and awards recognizing outstanding local citizens.

How To Do Tourism Workshops: These workshops were conducted in Gunning, Crookwell, and Taralga, targeting business owners and tourism operators. The workshops were well received, with participants expressing interest in additional sessions.

Additionally, major annual events have been incorporated into the destination guide, enhancing promotion of community and council run activities.



- JANUARY**
- Australia Day Celebrations
 - Taralga Rodéo
- FEBRUARY**
- Crookwell AF&H Show
 - Gunning F&H Show
 - Dalton Market
 - Rollin' Chrome
 - Small Hats Festival Dalton
- MARCH**
- Taralga AF&H Show
 - Binda Picnic Races
 - Laggan Pub Car Show
- APRIL**
- Bazaaz Biggest Market
 - Taralga Easter Markets
- JUNE**
- Taralga Art Show
 - Crookwell Amateur Dramatic Society Production
 - Gunning Patchwork Weekend
- JULY**
- Breadalbane Slush Bash
 - Dalton Christmas in July Markets

- AUGUST**
- Grabben Freshwater Fishing Competition
- SEPTEMBER**
- Crookwell Quick Shear
- OCTOBER**
- Crookwell Rotary Sheep Meet
 - Revisit Yesterday @ Laggan
 - Gunning Patchwork Finishing Day in Dalton
- NOVEMBER**
- Taralga Vintage Farm Field Days
 - Kids Acting On Stage (Edo)
 - Crookwell Garden Festival
 - Art on the Range - Crookwell
 - Clonville Cup - Laggan
 - Dalton Movel Muster and Christmas Markets
- DECEMBER**
- Crookwell Christmas Fair Production
 - Christmas Carols in the Villages



4 SHARE YOUR UPPER LACHLAN EXPERIENCE #VISTOURLACHLAN @UPPERLACHLANTOURISM @UPPERLACHTOURISM

Major Annual Events – Destination Guide

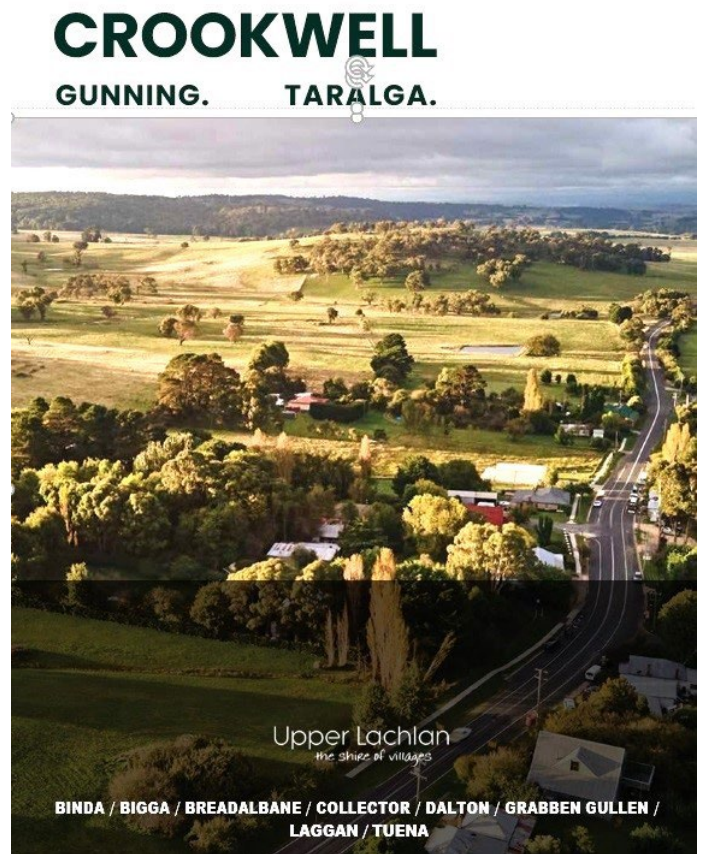
Destination Guide

The Tourism Unit has successfully completed and released the new edition of the Destination Guide, a biennial update. This guide has been widely distributed to Visitor Information

Centres throughout the state, local businesses, and accommodation sites. It is also provided to visitors via local caravan parks and visitor centres.

The Destination Guide serves as a key marketing tool for promoting our region to potential visitors through the AVIC network and at various events.

Looking ahead, the Tourism Unit is committed to exploring innovative ways to enhance the promotion of our area in the next edition. We extend our gratitude to the operators who supported us by booking advertising space in this edition.



Upper Lachlan Destination Guide

Product Development

The Tourism Unit has completed a comprehensive product audit across the entire Shire. This audit will serve as the foundation for several initiatives aimed at enhancing our product offerings, marketing materials, and both bookable and non-bookable assets.

The audit involved a thorough review and update of all known and potential assets within the Shire, including:-

- Accommodation
- Food and drink
- Produce
- Retail
- Activities
- Agritourism
- Sporting facilities
- Nature-based attractions

This detailed assessment will guide future improvements and strategic planning to better promote and develop our region’s tourism assets.

Crookwell Caravan Park

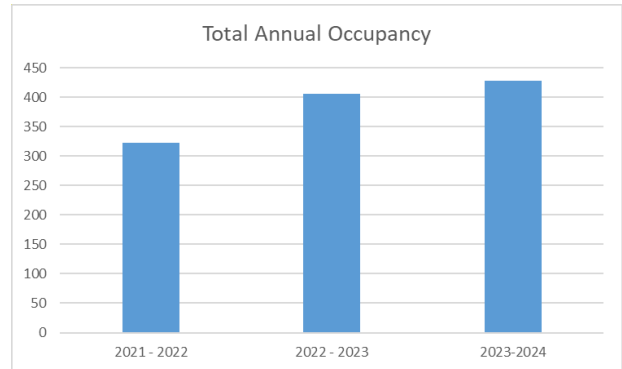
The Crookwell Caravan Park experienced a notable increase in visitors throughout the year.

The Caravan Park has received positive reviews and has seen a high rate of repeat visits. Numerous cycling, car, and caravan clubs utilised the park's facilities, with some weekends fully booked, particularly during local events.

Maintained to a high standard by Council staff, the park remains a favourite destination for travellers. Saturdays emerged as the peak

booking day of the week for the 2023/2024 year.

In addition, guests can now make reservations online, facilitating convenient after hour’s bookings.



Crookwell Caravan Park Annual Occupancy

NSW Tourism Statistics

For the year ending March 2024, total visitation in New South Wales reached 103.9 million, marking a 1.5% increase from the previous year. Expenditure also saw significant growth, reaching \$52.9 billion—a 13.9% rise compared to the prior year.

The Tourism Unit continues to actively manage, update, and expand the Australian Tourism Data Warehouse by incorporating new businesses and maintaining current listings.

9d) MULTI CULTURAL ACCESS

There has been no significant demand for services specifically tailored to individuals from non-English speaking backgrounds or the Aboriginal community within the Upper Lachlan Shire local government area.



10. PRIVATE WORKS

Section 428 (2) (k)

In accordance with Section 67, of the Local Government Act 1993, a Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land. Examples of the kind of work that a Council might carry out under this section include: paving, road access construction, water and sewer connections and kerb and gutter works.

Upper Lachlan Shire Council has adopted a Private Works (Projects and Plant Hire) Policy to regulate and stipulate the requirements for the undertaking of private works within the Upper Lachlan Shire Council area.

The policy is designed to protect public funds and the integrity, security and reputation of the Council and its Staff and maintain a high level of services to the community.

Upper Lachlan Shire Council carries out work on private land in accordance with plant hire and labour rates established by Council when setting the Schedule of Fees and Charges.

In 2023/2024 there were water supply, sewerage and roads related private works, the total of such work was \$74K. This included roads private works of \$46,000.



Cr John Searl, Wendy Tuckerman MP, Mayor Pam Kensit and CEO Alex Waldron at official opening of Gunning Showground amenities in November 2023

11. AMOUNTS ATTRIBUTED OR GRANTED UNDER SECTION 356

Section 428 (2) (l)

Section 356, of the Local Government Act 1993, permits Councils to resolve to contribute money

The following is the list of Council Section 356 Contributions for 2023/2024

or grant financial assistance to persons as a means of exercising Council functions. Council has established a Section 356 - Financial Assistance Policy and allocates funding annually in Council's Operational Plan for financial assistance / contributions to community, sporting and charity organisations.

Bannister District Hall Association (Ordinary Rates and Waste)	\$920
Bigga Golf Club (Ordinary Rates and Waste)	\$4953
Binda Memorial Hall (Contribution to renovations)	\$577
Collector Oval Committee (contribution to operating costs)	\$452
Collector Memorial Hall (Ordinary rates)	\$1905
Crookwell AP&H Society (Ordinary Rates and Waste)	\$2500
Crookwell CWA (Ordinary Rates)	\$948
Crookwell and District Historical Society (purchase storage improvements)	\$600
Crookwell Community Garden (Ordinary and Water Rates)	\$760
Crookwell Community Men's Shed (Ordinary Rates)	\$430
Fullerton Anglican Church Property Trust (Ordinary Rates and Waste)	\$700
Laggan Public School (contribution to prizes)	\$50
Goulburn and District Education Foundation	\$2000
Goulburn Crookwell Heritage Railway Inc. (Water, Sewer, Waste)	\$2087
Middle Arm Hall Progress Association (Ordinary Rates and Waste)	\$700
Narrawa and District War Memorial Hall (Ordinary Rates and Rural Waste)	\$680
St Vincent De Paul (Ordinary Rates and Waste)	\$2936
Taralga AP&H Society (Water and Sewer rates)	\$2500
Bush Bursary Sponsorship – Rural Doctors Network	\$3000
Taralga & District School Athletics (contributions to trophies, ribbons and hire)	\$500
Taralga Historical Society (Ordinary Rates and Water Access)	\$1470
Taralga Medical Clinic (Ordinary Rates and Waste)	\$1423
Taralga Public School (contribution to dux award and library books)	\$200
Taralga Australia Day Rodeo (contribution to operating costs)	\$1250
Tuena Hall and Recreation Committee (50% Electricity Expenses)	\$1,573
Henry Galland (Sporting Representation Donation)	\$300
Sophie Galland (Sporting Representation Donation)	\$300
Ava McGeechan (Sporting Representation Donation)	\$300
Jake McCarthy (Sporting Representation Donation)	\$300
Bella Croker (Sporting Representation Donation)	\$300
	\$36,616

In addition to the financial contributions listed above Council also provide in kind support to Committees of Council and waive public hall hire

fees and Development Application fees for various community groups.

In-kind Contributions

Binda Picnic Race Club (Water truck on course for race day)	\$700
Gunning Public School (Student access to pool for swimming lessons)	\$850
Gunning Public School (Public School Hall use)	\$400
St Vincent De Paul (Waiver Mattress Disposal – Up to 6 per year)	\$484

TOTAL CONTRIBUTIONS **\$39,050**



Australia Day 2024, Crookwell Australia Day Awards presentation

12. HUMAN RESOURCES ACTIVITIES

Section 428 (2) (m)

Our People

In 2023/2024 Council continued to deliver a range of services to the community. Overall these activities ensure great outcomes for the community and delivery of the Operational Plan.

Council is a major employer across the Shire with a full time establishment of 123 staff, employing 144 staff, made up of full-time, part-time and casual workers.



LABOUR FORCE DATA FOR 14 FEBRUARY 2024 – Section 217 of Local Government (General) Regulation 2021

The number of persons directly employed by Council:

- Permanent full-time basis – 123
- Permanent part-time basis - 26
- Casual basis - 10
- Fixed Term Contract – 4

There were 4 persons employed by the Council who are “designated senior staff” for the purposes of the Local Government Act 1993.

There were 4 persons engaged by the Council, under a contract or other arrangement with the

person’s employer, that was wholly or principally for the labour of the person.

There were 3 persons supplied to the Council, under a contract or other arrangement with the person’s employer, as an apprentice or trainee.

Council Workforce Key Items 2023/2024

1. Work, Health and Safety has been a focus for Council during the 2023/2024 period with implementation of procedures and rolling out an effective and efficient WHS program for Council.
2. In December 2023 / January 2024 Council’s commitment continued to focus on the Wellbeing of staff with the undertaking of a People at Work Survey. Workshops and engagement with an external provider who conducted psychosocial sessions with staff following the results of this survey.

Council trained a number of staff in Suicide awareness to assist with identifying and supporting their colleagues should they experience challenges. Council continues to provide free anonymous counselling to employees and their immediate family through an Employee Assistance Program. This service was provided by Relationships Australia and Foremind.

Employee Attraction and Retention

Council successfully engaged 23 new starters in 2023/2024. Council advertised 38 vacancies with roles varying from traineeships, supervisor and customer service facing roles.

Councils in the neighbouring region like Upper Lachlan continued to struggle to fill professional positions, particularly vacancies for Accountants, Planners and Engineers. Council conducted service reviews to identify operational efficiencies.

This year Council invested \$81,529 on staff recruitment advertising, pre-employment medical assessments, reference checks and interview expenses. This amount excludes staff salaries and wages expenses.

Council acknowledges the precariousness associated with the increasing number of local employees nearing retirement age. This is a key workforce issue flowing from staff turnover. Council must implement creative ways to respond to this challenge over the next few years. Council continues to support Transition to Retirement requests for employees over the reporting period. Council is committed to ensuring its long serving employees are provided with an opportunity to prepare for life without work and transition progressively into retirement.

Employee Training and Development

To enable continued delivery of service to the community, Council are committed to developing our employees. The training and development offered to staff is delivered through a combination of internally and externally facilitated workshops, specialised workshops and accredited training courses. This year Council invested \$257,348 on staff training programs.

Council provide a number of accreditation courses across the staffing cohort to ensure critical skill and competencies were maintained, including:-

- First Aid
- ChemCert
- ReFlect
- Leadership
- Chainsaw
- Traffic Control
- Chain of Responsibility

Ongoing training and planning for staff development occurs regularly.

Organisational Development

Council continue to “Grow your own” and review its Workforce Plan to implement key strategies to assist directorates and change management. With an ageing workforce Council continue to effectively implement succession planning with staff coming through the ranks.

Performance Management

Council has an annual performance appraisal process providing staff and supervisors the opportunity for conversation about past performance and setting goals. The process encourages two way feedback and prompts discussion on career objectives, advancement opportunities and desired training.

Work, Health and Safety (WHS)

Council continues to deliver on its commitment to work, health and safety through 2023/2024.

This past year Council continued to utilise the BeSafe Program, the cloud-based WHS system has helped to improve efficiencies and reporting as well as assisting in the management of hazards and incidents.

Council WHS committee were active in promoting and collaboratively working with directorates to streamline and meet performance indicators.

Council reported a series of incidents predominately involving motor vehicles/plant which resulted in damage to property but with no injury to workers. In 2023/2024 the statistics identifies injuries mostly resulting from manual handling incidents and slips/trips/falls as well as psychological.

13. IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Section 428 (2) (n)

Upper Lachlan Shire Council is committed to equal employment opportunity, fair treatment and non-discrimination. Council is building a diverse and inclusive workplace where the skills, knowledge and experiences of all people are valued and respected.

Council’s approach to EEO ensures that:-

- The best available person is selected/recruited (merit based selection) for each position;
- The right people are trained in the correct and most appropriate functions;
- The most suitable/best person is promoted;
- Every employee is developed to reach their full potential;
- Every employee is able to work productively in a non-threatening and non-harassing environment.

Council’s EEO Management Plan continues to achieve its aims by implementing protocols and procedures for the recruitment and selection of employees that complement organisational

performance and ensure compliance with Councils’ EEO principles and ethos; ensuring remuneration is consistent for positions; providing adequate training and exposure to all staff to ensure they are aware of EEO principles; providing staff with the Code of Conduct; and including interview questions to confirm understanding and values alignment by applicants.

Key takeaways from 2023/2024

- Female representation (36%) in Senior Staff positions.
- 26 Females were employed with Council during the financial year making up the workforce.
- In accordance with the new Local Government State Award 2023 flexible working arrangement, staff had the opportunity to request for Flexible working arrangements including four day working week with longer hours but a shorter working week.
- Council assisted a number of staff with return to work plans including some employees shifting to a part-time arrangement.



Staff long service award presentation – December 2023

14. DELEGATIONS TO EXTERNAL BODIES**Section 428 (2) (o)**

The following external bodies were delegated functions by Council in accordance with Section 355, of the Local Government Act 1993.

Access Committee

Functions of the Committee: Provide input to Council on Council owned and controlled assets/facilities access issues and to assist with the ongoing development of the Disability Inclusion Action Plan.

Biala Wind Farm Community Enhancement Fund Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Bigga Memorial Hall Committee

Functions of the Committee: The care, control and management of the Bigga Memorial Hall in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within the funds voted by Council.

Binda Memorial Hall Committee

Functions of the Committee: The care control and management of the Binda Hall in accordance with the requirements of the Local Government Act and Regulations 1993, Council policies and within the funds voted by Council.

Breadalbane Community Hall Committee

Functions of the Committee: The care, control, management and organisation of the Breadalbane Community Hall in accordance with the requirements of the Local Government 1993

Act and Regulations, Council policies and within any funds that may be voted by Council.

Collector Oval Committee

Functions of the Committee: The care, control, management and organisation of the Collector Oval in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within any funds that may be voted by Council.

Collector Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Crookwell II and III Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide community representation with regards to the Community Enhancement Program for the benefit of the eligible target community.

Crookwell and District Art Gallery

Functions of the Committee: The care, control, management and organisation of the Crookwell Arts Council in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within any funds that may be voted by Council.

Crookwell and District Historical Society

Functions of the Committee: The care control and management of the history of the Crookwell portion of the area in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within the funds voted by Council.

Crookwell Memorial Hall Committee

Functions of the Committee: The care, control and management of the Crookwell Memorial Hall in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within the funds voted by Council. Responsibility for the care, control and management of the Crookwell Memorial Hall in accordance with the Plan of Management arrangement with Council.

Cullerin Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Economic Development Advisory Committee

Functions of the Committee: Identify economic development projects, opportunities and actions, develop and promote partnerships and business networks in the local area and assist with the commissioning of an Economic Development Strategy for Council in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within the funds voted by Council.

Gunning Arts Festival Committee

Functions of the Committee: The care, control, management and organisation of the Gunning Arts Festival in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within any funds that may be voted by Council from time to time.

Gunning Shire Hall and Showground Precinct Advisory Committee

Functions of the Committee: Advisory committee to Council on the Gunning Shire Hall and Gunning Showground Precinct in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within funds that may be voted by Council from time to time.

Gullen Range Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Rye Park Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Sport and Recreation Committee

Functions of the Committee: To advise Council on matters involving the use, maintenance and improvement of Sporting Fields and Recreational Facilities throughout the Upper Lachlan Shire LGA.

Stonequarry Cemetery Committee

Functions of the Committee: The care control and management of the Stonequarry Cemetery in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within the funds voted by Council.

Tourism and Event Management Advisory Committee

Functions of the Committee: To provide advice and support to Council relating to Tourism and event management, with a link between Council and key emerging industry sectors with the aim to raise awareness of the value of tourism and event benefits to our region.

Taralga Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide community representation prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Tuena Hall and Recreation Area Committee

Functions of the Committee: The care control and management of the Tuena Hall and Recreation Area in accordance with the requirements of the Local Government Act 1993 and Regulations, Council policies and within the funds voted by Council.

Upper Lachlan Australia Day Committee

Functions of the Committee: The Australia Day Committee will be responsible for the co-ordination of the official Australia Day celebrations across the Upper Lachlan Shire subject to the Australia Day Council Guidelines the Committee's responsibilities in respect of this event are as follows:-

a) The Committee provide recommendations to Council on the annual Australia Day Awards and the Sportsman of the Year Awards and be responsible for expenditure as per Operational Plan allocation.

b) The Council will organise the Ambassador, be responsible for any administrative assistance to the Committee and be responsible for funding as per the Operational Plan each year.

15. BIOSECURITY (WEEDS) REPORT

Under the Biosecurity Act 2015, Council has the responsibility, as the Local Control Authority, to control Priority Weeds on lands under its jurisdiction and to also ensure that landowners within our area carry out their responsibility to control locally designated Priority Weeds on land they own or occupy.

Control of Weeds of Significance on Council Land

In 2023/2024, Council's Biosecurity (Weeds) Section employed a contractor to carry out the roadside growth control program. This program is carried out to ensure safety of traffic as well as extending the longevity of the roadside by eliminating sucker growth and other vegetation that can cause erosion of the road.

This program was carried out during the period of 19/10/23 to 12/12/23. A breakdown of the program is as follows:-

- 26 days of weed spraying undertaken during this period
- 140 hours (x 2 vehicles = 280)
- 158km sprayed
- 231.6ha sprayed (1ha = 5km @ 2 x metre wide)
- 13,800 litres of water used
- 690 litres of glyphosate @ 3 lit / ha
- 4.6kg of Metsun 600 @ 20gms / ha
- Total cost of program was \$27,589.

Control of Weeds of Significance on Privately Owned Land

Weeds Action Plan (WAP)

During the 2023/2024 year, Biosecurity Officers conducted multiple private property inspections following the LLS Weed Action Program that outlines the required number of inspections. 952 inspections were conducted exceeding the

agreed number of 902 by 50. High Risk pathway monitoring of 2,250 kilometres and 33 high risk sites inspected twice. Various actions were taken to ensure that a maximum level of weed control compliance was achieved. This included the issuing of infringements as well as multiple reinspections to ensure compliance.

It was noted that the majority of property owners whose land was inspected were working to ensure compliance with the Local Area Management Plan and the Biosecurity Act 2015.

Community Education

During the year the biosecurity team were able to hold five biosecurity talks, two at Gunning, two at Crookwell and one at Taralga. They provided information on a range of weed related issues and had a positive turn out of members of the public. The biosecurity team also addressed the public through Council's newsletter and other media releases such as the Gazette, Facebook and Weed Alerts. However the most effective communication and education with our community continued to be conducted on a one on one basis between Biosecurity Officers and land managers during the inspection programs.

The biosecurity team continue to liaise with Local Land Services and the South East Weeds Committee in an effort to maintain best industry practice. This enables the transfer of current information to relevant stakeholders through Biosecurity Officers.

It is intended that this inspection, education and voluntary compliance process will be the ongoing focus of the Biosecurity section in the 2023/2024 financial year. The Biosecurity team have already carried out a mass letter box drop throughout the shire delivering pamphlets on Prohibited Matter.

2023/2024 Expenditure

Total Expenditure for Biosecurity was \$409,842.

16. CONTROLLING INTEREST IN COMPANIES

Section 428 (2) (p)

Upper Lachlan Shire Council does not hold a controlling interest in any company.

17. PARTNERSHIPS, CO-OPERATIVES OR JOINT VENTURES

Section 428 (2) (q)

Partnerships, co-operatives or other joint ventures to which Council was a party in 2023/2024 are as follows:-

- 1) Upper Lachlan Shire Council is a member of the Canberra Region Joint Organisation of Councils (CRJO) which facilitates regional cooperation and resource sharing. Member councils includes; Upper Lachlan Shire Council, Hilltops Council, Goulburn Mulwaree Council, Queanbeyan Palerang Regional Council, Bega Valley Shire Council, Snowy Monaro Regional Council, Snowy Valleys Council, Eurobodalla Council, Wingecarribee Shire Council and Yass Valley Council.
- 2) Upper Lachlan Shire Council, Yass Valley Council and Goulburn Mulwaree Council are parties to a Memorandum of Understanding (MOU) for collaboration between the Councils.
- 3) Southern Tablelands Regional Arts Council (STARTS) – is a partnership between Arts NSW and Upper Lachlan Shire Council, Hilltops Council, Goulburn Mulwaree, Queanbeyan Palerang Regional Council, Wingecarribee Shire, Wollondilly Shire and Yass Valley Councils.
- 4) StateWide Mutual Limited for Local Government (Jardine Lloyd Thompson's Mutual Liability Scheme and Risk Management).
- 5) StateCover Mutual Limited for Local Government (Workers Compensation liability insurance pool).

18. RATES AND CHARGES ABANDONED

Section 428 (2) (r) and Clause 132 of Local Government (General) Regulation 2021

During 2023/2024, an amount of \$38,823 was written-off. This includes an abandonment for \$35,000 for My Power Pty Ltd relating to a security bond that was unrecoverable after the company went into liquidation and Council was an unsecured creditor.

In addition, there was income abandonments of \$3,823 in the water supply fund. This was for water usage accounts for undetected water leaks in accordance with Council policy and Council waiver of part of these excessive water use charges.

Upper Lachlan Shire Council provided rate relief to pensioners during the financial year totalling \$212,111, in accordance with legislative requirements, including the following fund distributions:-

General Purpose Pension Abandonment	\$ 93,121
Water Supply Pension Abandonment	\$ 33,382
Sewerage Services Pension Abandonment	\$ 30,355
Domestic Waste Pension Abandonment	\$ 55,253

19. SWIMMING POOL INSPECTIONS

Swimming Pools Act 1992, Section 22F (2) Swimming Pools Regulation 2018, Clause 23

2023/2024 inspections of private swimming pools, include:-

- Number of inspections of tourist and visitor accommodation - **0**
- Number of inspections of premises with more than 2 dwellings - **0**
- Number of inspections that resulted in issuance a certificate of compliance under Section 22D of the Swimming Pools Act 1992 – **3**

Number of inspections that resulted in issuance a certificate of non-compliance under Clause 21 of the Swimming Pools Regulation 2018 – **4**

20. COMPANION ANIMALS

Companion Animals Act and Clause 217 (1) (f) of the Local Government (General) Regulation 2021.

Upper Lachlan Shire Council is obligated to provide education and enforcement in relation to the Companion Animals within the Local Government Area.

A Companion Animal is defined under the Act as a dog or a cat. No other animals are considered Companion Animals.

In the financial year 2023/2024, there was a downswing in the number of Companion Animal related matters. The limited enforcement resources of Upper Lachlan Shire Council have been diverted to other areas of enforcement, in particular, serious waste offences.

During the reporting period 12 dogs were seized by Council staff, approximately a 50% decrease on the preceding year. A great deal of effort has been made to reunite dogs with their owners, with dogs at times being kept at the Pound for longer periods than is statutorily required. There have been no euthanisations.

The emphasis continues regarding the education of members of the public on issues surrounding Companion Animals, However, were it was deemed necessary and appropriate, Penalty Notices have been issued for offences under the Act, with a particular focus on dog attacks.

There were 5 dog related attacks reported to Council and, on both humans and animals, with a wide range of injuries and death (animals) relating from those attacks.

Council's Ranger has issued 13 Penalty Infringement Notices in relation to Companion Animal matters.

Council's Ranger has sought 1 Dangerous Dog Order in the previous reporting period, on 1 dog,

following a serious of attacks, however epresentations have been lodged and are awaiting determination. This matter is currently outstanding. There was 1 assessment to declare a Companion Animal a Menacing Dog, however, the dog's behaviour did not reach the level required by legislation.

There were 2 recorded individual complaints in relation to Barking Dog Noise. However, a number of complaints were received where the complainant did not wish to proceed with the matter. These type of investigations are extremely lengthy and resource intensive. If an order is issued in relation to the matter, it is very difficult to prove a breach. Therefore, it is necessary for complainants to be willing to supply evidence and be willing to attend court and give that evidence. It is procedure for all matters to be referred to the Community Justice Centre for mediation prior to the commencement of investigation, which has a high success rate in disputes.



It has again been noted that a large amount of time is now being imposed on the Ranger for inputting of data onto the Companion Animals Register, however assistance from other staff in this task has been greatly appreciated. Members of the public are complaining that they are not able to access the system to input the data, and therefore are forced to send the forms to Council for processing. A recent major upgrade in Companion Animal Pet registry has further complicated the situation.

Council's Pound is now approaching 30 years of age. Corrosion in the structural elements and skin of the structure is now quite advanced. The pound has a capacity of 3 dogs. The cattery is unsuitable for purpose on welfare grounds. The Pound, in general, is only just meeting required welfare standards. There are no dedicated staff for the Pound and there is no exercise yard for seized animals. The Pound also serves as the storage area for Unattended Class 3 Items (Motor Vehicles) under the Public Spaces (Unattended Property) Act. Other avenues of dealing with seized animals are currently being explored.

Upper Lachlan Shire Council's total expenditure for Companion Animal activities for the financial year 2023/2024 was \$99,760.

LOCAL GOVERNMENT (GENERAL) **REGULATION 2021 – CLAUSE 217 (1)**

a) OVERSEAS VISITS FUNDED BY COUNCIL

During the 2023/2024 financial year there were no overseas visits undertaken by Councillors, Council employees or other persons on behalf of Upper Lachlan Shire Council.

b) STATEMENT OF REMUNERATION FOR SENIOR STAFF (as per No. 7 above).

c) ACTIVITIES FOR CHILDREN

Council has continued to expand the provision of modern playground equipment in Council's parks and gardens operations.

Council has playground equipment in all the 13 towns and villages within the Shire, with multiple playground facilities provided in the towns.

In conjunction with various community organisations, Council is continuing to provide barbeque areas in its parks and gardens together with additional shaded areas that enable families and children to access these areas on a frequent basis.

A new inclusive playground facility construction was completed this year at Coleman Park in Crookwell to cater for children of all ages.

The Council provides two Branch Library services for the community at Crookwell and Gunning. The libraries continue to provide free public access to computers and Wi-Fi, as well as a range of children's library services and school holiday children activities at the libraries. This year the preschool and primary schools in the Shire have either visited their local library or been visited by library staff for storytime and craft activities. Also, school holiday activities remain very popular with children and parents/families/carers.

Council provides the community with an outdoor swimming pool at Gunning which are owned and operated by Council and is well patronised by children and the Primary School. The Crookwell swimming pool precinct is being redeveloped and existing outdoor pool was demolished in June 2021 and the new pool facilities will be open in November 2024.

Council has provided a skate ramp for the community at Goodhew Park in Taralga for over a decade. In recent years, Council has installed skate parks at Clifton Park in Crookwell and Endeavour Park in Gunning.

Clifton Park Crookwell has been revitalised with new cricket practice nets and cricket pitch, new recreation pathway and outdoor gymnasium.

New sporting amenities buildings have been constructed in Gunning Showground, Gunning Barbour Park Pool facility and Lin Cooper Fields in Crookwell. These are in addition to the Emily Chalker Sporting facility at Memorial Oval in Crookwell.

In recent years, outdoor gymnasiums have been built in Gunning, Collector, Dalton and Taralga.

Council maintains numerous sportsgrounds within the Shire, which are in an excellent

condition. These sporting grounds are utilised for a variety of sports competitions such as tennis, cricket, rugby league, rugby union, soccer, hockey, athletics, pony clubs and golf.

Council indirectly supports children by way of donations to primary and secondary Schools within the Shire, and leases Crown land to the SDN Children's Services who provide a pre-school in Crookwell.

d) ACCESS AND EQUITY ACTIVITY SUMMARY

i. SOCIAL AND COMMUNITY PLAN

Social and Community Plans are a vital mechanism to build a healthy and vibrant community to enhance the everyday lives of residents and cater to community needs. Council is committed to developing at least one social and community Plan every five years to assist Council in taking into account the needs of its community and providing or advocating for appropriate and accessible services and facilities for the benefit of the community.

The Social and Community Plan includes demographic information about the population of the LGA in addition to looking at the needs of people with disabilities, people from culturally and linguistically diverse backgrounds, Aboriginal people, children, young people, women, and older people. Council also included men, mental health and wellbeing, the farming community and transport as issues and groups examined.

Council adopted its inaugural Social and Community Plan in 2006. The Plan was revised in 2013 and again in 2014, with the Social and Community Plan 2013 – 2018 adopted on 19 June 2014. The latest plan review was undertaken in 2017 and a comprehensive list of actions was compiled. The actions relate to the needs of the people as updated through demographic

and economic inputs from iD. This is a technical reappraisal of the plan and has not been updated from community consultation and through key players in the community. Further review will be undertaken when resources allow.

The Disability Inclusion Action Plan (DIAP) was originally adopted by the Upper Lachlan Shire Council in 2017, and defines strategies and provides cumulative achievements to the planning framework. Through this plan, Upper Lachlan Shire has delivered a policy platform that responds to the legislative requirements and the needs and aspirations of the Upper Lachlan community.

By implementing the DIAP, Council has met the requirements of Division 3, Section 12 of the Disability Inclusion Act 2014 (NSW) by delivering more accessible buildings, amenities and access routes, increasing disability awareness and information sharing and by engaging greater participation by people with disability through the Access Committee.

The goals and strategies of the DIAP are underpinned by four (4) themes which incorporate

- attitudes and behaviour;
- liveable communities;
- employment; and
- systems and processes.

The DIAP was reviewed and updated in the 2023/2024 reporting period.

The Council has not written a Crime Prevention Plan.

Please see the complete copy of the Social and Community Plan provided as Annexure Document "B" and the Disability Inclusion Action Plan at the end of the Annual Report.

e) COMPETITIVE NEUTRALITY

i. The pricing principles and requirements of competitive neutrality have been applied by Upper Lachlan Shire Council for the three businesses:-

- Water Supply service;
- Sewer service; and
- Domestic Waste Management service.

ii. CATEGORY 1 BUSINESS ACTIVITIES

Under the principle of competitive neutrality, Council has one Category 1 business, namely the Water Supply service that meet the specific requirements of competitive neutrality and consequently have no performance comparison requirements.

The Water Supply business unit operates for the following towns; Crookwell, Gunning, Dalton and Taralga.

iii. CATEGORY 2 BUSINESS ACTIVITIES

Council has two Category 2 businesses, namely the Sewerage service and Domestic Waste Management service for the Upper Lachlan Shire Council area.

The Sewerage service operates in the following towns; Crookwell, Gunning and Taralga. The Domestic Waste Management service operates in all towns and villages on the designated collection route within the Upper Lachlan Shire Council area.

Details of both Category 1 and Category 2 businesses performances can be found in Council's Special Purpose Financial Statements, which are presented as an attachment at the end of the Annual Report.

iv. COMPETITIVE NEUTRALITY PRICING

Council has established a Complaints Policy and Procedure to deal with Competitive Neutrality complaints in conjunction with Council's Code of Business Practice. The

Complaints Policy, Customer Service Charter and Code of Business Practice are available to the public in the main customer service area of Council's Administration Offices in Gunning and Crookwell, is included in Council's Policy Register and is available on Council's website. The documents state the objectives and intent of handling customer complaints in an efficient and effective manner and include an application form for registering and dealing with all customer complaints within set response timeframes.

v. PERFORMANCE COMPARISON

Upper Lachlan Shire Council did not receive any competitive neutrality complaints in relation to its Category 1 or Category 2 businesses operations.

f) STORMWATER MANAGEMENT SERVICES

Stormwater drainage maintenance and construction is carried out by Council's Infrastructure Department. Council's Operational Plan outlines that all town's stormwater drainage works including the cleaning, clearing and maintenance are to be completed in accordance with the Operational Plan budget allocation.

Council levied a Stormwater Management Charge for the specific purpose of improving the existing stormwater and drainage infrastructure. The annual charge is levied in accordance with the Local Government (General) Amendment (Stormwater) Regulation 2006, under Section 496A, of the Local Government Act 1993. The charge is applicable to all urban land within a city, town or village that is categorised as Residential and Business, excluding vacant land.

The Stormwater Management annual charge is levied in four towns; those towns are Collector, Crookwell, Gunning and Taralga. The income raised by the annual charge in 2023/2024 totalled \$49,680. The income generated from the

stormwater levy is in Council's externally restricted reserve fund.

Upper Lachlan Shire Council also maintains stormwater operational expenditure each year exclusive from the Stormwater Management levy totalling \$29,184.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT – 2023/2024 ANNUAL REPORT

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Section 7 of the Act - Authorised proactive release of government information subsection (3), provides; *An agency must, at intervals of not more than 12 months, review its program for the release of government information under this section to identify the kinds of government information held by the agency that should in the public interest be made publicly available and that can be made publicly available without imposing unreasonable additional costs on the agency.*

A review was completed by Council in 2023/2024. Council proactively releases the following information:-

- Ageing Strategy
- Application for Burial Reservation Permit
- Social and Community Plan
- Australia Day Event of the Year Nomination
- Australia Day Citizen and Young Citizen of the Year Nominations (annual)
- Australia Day Citizen and Young Citizen of the Year Nominations (annual)
- Australia Day Sportsperson and Young Sportsperson of the Year Nomination (annual)
- Biala Wind Farm Voluntary Planning Agreement
- Biodiversity Planning Framework
- Business Continuity Plan
- Council venue, park and sporting facility details
- Crookwell 2 and 3 Windfarms Voluntary Planning Agreement
- CRJO 2040 Community Strategic Plan Taverner survey
- Agency information guide (AIG)
- Council Customer Service Charter
- Documents tabled in parliament by or on behalf of an agency
- Council Policy documents
- Disability Inclusion Action Plan
- Economic Development Strategy
- Energy Master Plan 2019
- Access to Information
- Disclosure log
- Register of contracts
- Contract Award Notices
- Collector Wind Farm Voluntary Planning Agreement
- Community Directory
- Human Resources Strategic and Succession Plan
- Upper Lachlan Infrastructure Plan
- Local Strategic Planning Statements (LSPS)
- Memorandum of Understanding - Goulburn Mulwaree Council, Yass Valley Council and Upper Lachlan Shire Council
- Plan of Management Crookwell Memorial Oval Emily Chalker complex
- Plan of Management Gunning Tony Foley Centre
- Pedestrian Access Mobility Plan (PAMP) 2017
- Rye Park Wind Farm Voluntary Planning Agreement
- Rural Living Handbook - Driveway Specification.

- Social and Community Plan
 - Southern Tablelands Regional Economic Development Strategy 2018-2022 (REDS)
 - Tablelands Destination Development Plan 2020
 - Upper Lachlan End of Term Report
 - Upper Lachlan Commitment to Child Safety
 - Upper Lachlan Community Participation Plan
 - Upper Lachlan Community Strategic Plan 2042
 - Upper Lachlan Delivery Program
 - Upper Lachlan Operational Plan
 - Upper Lachlan Towards 2042 Community Engagement Report
 - Watercycle Management Plan
 - Workforce Plan
 - Community Engagement Programs
 - Record of the open access information that is not made public due to an overriding public interest against disclosure (via GIPA Disclosure Log, Policy regarding Returns of Interest, details of personnel that are not considered 'public officials', information derived from Confidential Sessions of Council)
 - Annual reports
 - Planning documents
 - Disclosures of pecuniary interests (excluding personal information of Executive and prescribed officers, and their signatures)
 - Returns of interest of Councillors, designated persons and delegates
 - Model code prescribed under section 440 (1) of the LGA and the code of conduct adopted under section 440 (3) of the LGA
 - Code of meeting practice
 - Annual financial reports
 - Auditor's report
 - Management plans
 - EEO management plans
 - Annual reports of bodies exercising functions delegated by the local authority
 - Any codes referred to in the LGA
 - Agendas and business papers for any Council meeting or any committee of the local authority (but not including business papers for matters considered when part of a meeting is closed to the public)
 - Minutes of any meeting of the local authority or any committee of the local authority, but restricted (in the case of any part of a meeting that is closed to the public) to the resolutions and recommendations of the meeting
 - Reports by the Chief Executive of the Office of Local Government presented at a meeting of the local authority in accordance with section 433 of the LGA
 - Land register
 - Shire Road Network Map
 - Register of investments
 - Register of delegations
 - Register of graffiti removal work kept in accordance with section 13 of the *Graffiti Control Act 2008*
 - The register of voting on planning matters kept in accordance with section 375A of the LGA (see Council Minutes).
 - Environmental planning instruments, development control plans and contributions plans made under the *Environmental Planning and Assessment Act 1979* applying to land within the local authority's area.
- Clause 8B** *The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).*
- There were seven Access Applications received by Council during 2023/2024.

Clause 8C *The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure).*

No Access Application was wholly or partly refused by Council on the grounds of the public interest against disclosure.

SCHEDULE 2 - STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS TO BE INCLUDED IN ANNUAL REPORT

SCHEDULE 2 - STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS TO BE INCLUDED IN ANNUAL REPORT

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	1	0	0	1	0	0	0	0
Members of the public (other)	5	0	0	0	0	0	0	0
Total	6	0	0	1	0	0	0	0

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	6	0	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	6	0	0	1	0	0	0	0
% of Total	85 %	0%	0%	15%	0%	0%	0%	0%

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

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information – commercial in confidence	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

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

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

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	7	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	7	

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

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

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

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

PUBLIC INTEREST DISCLOSURES ACT – ANNUAL REPORT

Report to the NSW Ombudsman

Reporting Period: July 2023 to June 2024

Submitted On: 13 August 2024

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
No. of public officials who made public interest disclosures to your public authority	0	0	0
No. of public interest disclosures received by your public authority	0	0	0
Of public interest disclosures received, how many were primarily about:			
- Corrupt conduct	0	0	0
- Maladministration	0	0	0
- Serious and substantial waste	0	0	0
- Government information contravention	0	0	0
- Local government pecuniary interest contravention	0	0	0
No. of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period		0	
Have you established an internal reporting policy?			Yes
Has the head of your public authority taken action to meet their staff awareness obligations?			Yes
If so, please select how staff have been made aware			
Email message to all staff, Links on organisation’s intranet site			

PRIVACY AND PERSONAL INFORMATION ACT 1998

Section 33 (3)

By virtue of Section 32, of the Privacy and Personal Information Protection Act 1998, Upper Lachlan Shire Council is bound by the Privacy Code of Practice for Local Government.

The Privacy Code of Practice for Local Government provides for the protection of personal information and for the protection of privacy of individuals generally.

Council manages private and personal information it holds. Upper Lachlan Shire Council resolved to adopt the updated model Privacy Management Plan for Local Government

(without amendment) as supplied by the Office of Local Government in 2013. Council has reviewed and adopted the Privacy Management Plan and Privacy Policy on 21 October 2021.

Upper Lachlan Shire Council has appointed the Manager Governance as the Privacy Contact Officer. The Privacy Contact Officer will review all complaints received by Council with respect the Privacy and Personal Information Protection Act 1998.

Section 33 (5)

Upper Lachlan Shire Council had no complaints pursuant to the Privacy and Personal Information Protection Act 1998.



Gullen Range Wind Farm

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979**Section 7.5 (5)**

Council has agreed to enter into the following Voluntary Planning Agreements (VPA):

DEVELOPMENT	PARTIES	DATE
Gullen Range Wind Farm	Goldwind Australia Pty Ltd New Gullen Range Wind Farm Pty Ltd New Gullen Range Wind Farm Pty Ltd	24 October 2013 – Community Enhancement Program 5 August 2016 – Community Enhancement Program 12 August 2019 – Community Enhancement Program
Taralga Wind Farm	Taralga Wind Farm Nominees Pty Ltd	7 September 2014 – Community Enhancement Program
Cullerin Range Wind Farm	Energy Developments Pty Ltd	20 October 2016 – Community Enhancement Program
Crookwell 2 & 3 Wind Farms	Crookwell Development Pty Ltd	27 July 2017 – Planning Agreement
Rye Park Wind Farm	Rye Park Renewable Energy Pty Ltd Rye Park Renewable Energy Pty Ltd	21 August 2017 – Community Engagement Fund Agreement 12 October 2021 – Deed of Variation of Community Engagement Fund Agreement
Biala Wind Farm	Newtricity Developments Biala Pty Ltd	5 December 2018 – Voluntary Planning Agreement
Collector Wind Farm	Collector Wind Farm Pty Ltd	11 January 2019 – Community Enhancement Fund Deed

ENVIRONMENTAL PLANNING AND ASSESSMENT REGULATION 2021**Clause 218A (1), (2) (a-g) and (3) (a) (b)**

PROJECT ID / DESCRIPTION	EXPENDED	PUBLIC AMENITY & SERVICE CONTRIBUTION	BORROWING EXPENDED ON PUBLIC AMENITY	PUBLIC BENEFIT VALUE OTHER THAN MONEY	PROJECT STATUS	% PROJECT COST FUNDED BY CONTRIBUTION
Church Street, Taralga	\$14,075	Roads	N/A	N/A	Complete	100%
Crookwell Aerodrome Access	\$124,000	Roads	N/A	N/A	Complete	100%
Tait Street Subdivision	\$213,775	Roads	N/A	N/A	Complete	100%
Bigga, Roslyn and Cullerin Roads	\$228,786	Roads	N/A	N/A	Complete	100%
Burra Creek Bridge	\$85,619	Roads	N/A	N/A	Complete	100%
Cooksvale Road Peelwood Bridge	\$55,262	Roads	N/A	N/A	Complete	100%
Wheeo Road	\$133,522	Roads	N/A	N/A	Complete	100%
Peelwood Road	\$60,000	Roads	N/A	N/A	Complete	100%
Crookwell Lawn Cemetery beams	\$21,224	Open Space	N/A	N/A	Complete	100%
MAAC Components amenities	\$111,630	Open Space	N/A	N/A	In Progress	4%
Gunning Showground Replace Callers box	\$12,222	Community Facilities	N/A	N/A	Complete	100%

Gunning swimming pool amenities block	\$22,652	Community Facilities	N/A	N/A	Complete	100%
Gunning showground amenities block	\$58,684	Community Facilities	N/A	N/A	Complete	100%
RFS local bushfire brigades & equipment	\$11,485	Bushfire / Emergency Services	N/A	N/A	Complete	100%



Gunning Pool – 2023

**Section 7.11 Summary of Development Contributions - 2023/2024 and
Section 64 Summary of Development Servicing Plan – 2023/2024**

		Contributions			
Summary	BALANCE 2023	Received	Expended	Interest	BALANCE 2024
Bushfire	\$259,692	\$32,379	-\$11,485	\$14,100	\$294,686
Roads	\$3,279,147	\$572,454	-\$915,038	\$149,104	\$3,085,666
Extractive	\$136,319	\$1,630	\$0	\$5,398	\$143,347
Open Space	\$357,380	\$26,193	-\$132,854	\$12,599	\$263,318
Community Facilities	\$649,959	\$119,776	-\$93,559	\$33,979	\$710,156
Garbage	\$95,326	\$37,714	\$0	\$6,686	\$139,726
Rural Addressing	\$0	\$0	\$0	\$0	\$0
Other Administration	\$123,940	\$7,160	\$0	\$6,588	\$137,688
Sub-total	\$4,901,763	\$797,306	-\$1,152,935	\$228,454	\$4,774,587
Water	\$524,701	\$91,574	\$0	\$30,969	\$647,244
Sewer	\$670,218	\$84,012	\$0	\$37,902	\$792,132
Sub-total	\$1,194,919	\$175,586	\$0	\$68,871	\$1,439,376
Total	\$6,096,682	\$972,891	-\$1,152,935	\$297,325	\$6,213,963

MODERN SLAVERY ACT 2018 AND LOCAL GOVERNMENT ACT 1993
Section 428 (4) (c) and (d)

- Action taken by Council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council identified as being a significant issue – *Not applicable*.
- Council has reviewed its contract templates and inserted provisions with

respect to supplier declarations regarding assurances that goods procured were not the product of modern slavery within the meaning of the *Modern Slavery Act 2022 (NSW)*.

- There were no goods and services procured by and for the Council during the year that were a product of modern slavery within the meaning of the *Modern Slavery Act 2022 (NSW)*.



Crookwell Pool - 2024

Annexure B – DELIVERY PROGRAM PRINCIPAL ACTIVITIES ACTION REPORT

The Delivery Program Actions are integrated with the Community Strategic Plan Towards 2042 (CSP) Strategies and referenced to a Community Aspiration. Each six month period the General Manager is to provide a progress report with respect to the Delivery Program Actions.

CSP STRATEGIC PILLAR NO.1 – OUR COMMUNITY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by facilitation of available community buildings for health care service provision.	Director of Infrastructure and Chief Executive Officer	Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community. 5. People attaining health and wellbeing.	Achieved – community buildings leased to facilitate health care services and in-kind contributions provided to service providers.
1.2 - Support provision of ageing population services and aged accommodation.	Liase with government agencies and associated community groups in advocating for adequate aged care services and accommodation.	Director of Environment and Planning	Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages. 2. Community liaison to preserve and enhance community facilities.	Achieved - Community has access to health and community services. Noting minimal advocating has occurred with respect to this delivery action.
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Implementation of actions identified in the Social and Community Plan, Disability Inclusion Plan (DIAP), Cultural Plan and Ageing Strategy.	Director of Environment and Planning	Strategy A.6 - Support the community by encouraging creative expression through arts and culture. 6. Resilient and adaptable communities.	Not achieved - review of Social and Community Plan, Cultural Plan and Ageing Strategy not completed. Achieved – DIAP was developed.
1.4 - Retain the youth population demographic and provide appropriate facilities.	Number of consultations held with youth groups. Continue support of the Youth Committees.	Director of Environment and Planning	Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks. 2. Community liaison to preserve and enhance community facilities.	Not achieved – Youth Policy not developed. Achieved – Youth related programs arranged by the library with activities in various towns undertaken with grant funding provided.
1.5 - Protect significant heritage sites to preserve the diverse history of the Shire.	Heritage sites receiving funding over three year program.	Director of Environment and Planning	Strategy A.5 - Events celebrate the identity of our towns, produce, heritage and culture. 1. A built environment enhancing the lifestyle of a diverse community.	Achieved – heritage projects received funding in 2023/2024 including aboriginal history related projects.
1.6 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of Environment and Planning	Strategy A.2 - Our community driven sports and recreation groups are supported. 6. Resilient and adaptable communities.	Achieved

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.7 - Manage and upgrade Council's public buildings and community centres.	Preparation and review of Council buildings and strategy on future arrangements.	Director of Infrastructure	Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks. 2. Community liaison to preserve and enhance community facilities.	Achieved – support to Section 355 Committees is provided. Not achieved - Plans of Management yet to be completed.
1.8 - Encourage recreational, cultural and leisure activities while maintaining public safety standards.	Provide funding for existing library and swimming pool facilities. Also, manage animal control and sporting grounds activities.	All three Council Department Directors	Strategy A.2 - Our community driven sports and recreation groups are supported. 2. Community liaison to preserve and enhance community facilities.	Achieved – Council supports sporting groups through provision of non-essential services.

CSP STRATEGIC PILLAR NO.2 – OUR ENVIRONMENT

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Review of Biosecurity Management Strategy.	Director of Environment and Planning	Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. Strategy C.2 - Implement effective integrated weed and pest animal management. 3. A healthy natural environment.	Achieved – funding obtained for the Weeds Action Program to enable Council to deliver its Biosecurity program.
2.2 - Promote environmentally sustainable developments (ESD).	Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plan (DCP).	Director of Environment and Planning	Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning. Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions. 4. A prosperous economy with the balanced use of our land.	Not achieved – work with respect to the review and update of Council's LEP and DCP is not funded. Note that Council Officers are working in conjunction with CRJO on ESD initiatives.
2.3 - Promote use of green and renewable energy.	Council promote alternate energy initiatives. Review Climate Change Adaption Strategy and development of Resilience Framework.	Director of Environment and Planning	Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	Not achieved – Environmental Sustainability Strategy not commenced and project delivery is dependent upon external grant funding.
2.4 - Pursue Section 7.12 Development Contributions (former Section 94A) payments for all State Significant - Designated Developments.	Council is to manage and distribute the funds through a Community Enhancement Program (CEP) for each wind farm committee.	Director of Environment and Planning	Strategy C.8 - Encourage positive social and environmental contributions from developers. Strategy B.2 - Foster a diverse and resilient agricultural industry. 1. A built environment enhancing the lifestyle of a diverse community.	Achieved - Community Enhancement Funds operate as Committees of Council distributing funds to community groups annually.
2.5 - Support land care initiatives to restore and beautify natural resources.	Continued partnership working to protect our environment by enhancing land and waterways to sustain natural ecosystems.	Director of Environment and Planning	Strategy C.3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	Achieved.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
2.6 - Provide waste pickup service for towns and villages and reduce the amount of waste going to landfills.	Council provide a strategy for future waste service provision. Implement improvement works to Crookwell landfill/waste centre and the village waste transfer stations to ensure compliance with EPA guidelines.	Director of Environment and Planning	Strategy D.12 - Our recycling and waste management practices are accessible and efficient. 7. Responsible and efficient use of resources.	Achieved – waste services provided to all communities within the Shire. Not achieved – waste strategy completion is pending funding. Not achieved - Talis Consulting has been engaged to prepare Crookwell landfill asset remediation report and project cost estimation.
2.7 - Improve water supply and sewerage facilities to towns.	Implement town water supply and sewerage improvement programs and include within Long Term Financial Plan (LTFP).	Director of Environment and Planning	Strategy D.10 - Provide high quality reliable water supply to communities. Strategy D.11 - Provide safe and efficient sewerage services to communities. 2. A healthy natural environment.	Being achieved – Integrated Water Cycle Management Plan (IWCM) development is ongoing and will identify priority areas. Agreement signed with NSW Public Works to enable the completion of the IWCM.

CSP STRATEGIC PILLAR NO. 3 – OUR ECONOMY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.1 - Financial viability of Council.	Long-term Financial Planning (LTFP) model implemented.	Director of Finance and Administration	Strategy E.5 - Manage resources in a responsible manner that supports the ongoing viability of Council. 7. Responsible and efficient use of resources.	Being achieved - LTFP was adopted on 20 June 2024. A Financial Sustainability Review Report completed by AEC Group in November 2023. Recommendations from the report were considered and service level review decisions by Council made in May that are being implemented in 2024/2025.
3.2 – Prudent financial management.	Achieve Financial Statements performance benchmarks.	Director of Finance and Administration	Strategy E.6 - Seek out and pursue income generating opportunities for Council. 8. Transparent and accountable governance.	Not achieved – 4 benchmarks achieved of 7. Not achieved - qualified audit report issued for 2022/2023 Financial Statements due to non- recognition of RFS assets.
3.3 - Encourage sustainable population growth and provision of associated infrastructure.	1. Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). 2. Implementation of local Business and Economic Development Strategic Plan dovetails into REDS priorities.	Chief Executive Officer	Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. 4. A prosperous economy with the balanced use of our land.	Being achieved - REDS implemented. Formation of new Section 355 Committee. Planning and development control principals applied to assessing subdivision applications.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.4 - Assist facilitation of employment opportunities.	Number of contacts with existing businesses and grant application preparation resources provided to assist businesses.	Chief Executive Officer	Strategy B.7 - Support our young people to access surrounding education, training and employment pathways. 7. Responsible and efficient use of resources.	Achieved – Grant Report provided monthly. Successful in facilitating work placements and apprenticeships at Council as an employer of choice.
3.5 - Encourage and support viable local businesses.	Tourism business unit is to prepare two business promotions annually.	Chief Executive Officer	Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. Strategy B.1 - Promote the region as an ideal location for businesses and industry. 4. A prosperous economy with the balanced use of our land.	Being achieved – The tourism business unit are running “the shop our shire promotion” in November and December and is open to all businesses in the Upper Lachlan Shire. Working with Destination NSW and Destination Southern running workshops for local businesses to attend. They also continue to produce Industry e-news sharing business successes through social media campaigns. Section 355 Committee has been formed to encourage further collaboration with local businesses and promote idea sharing.
3.6 - Promote tourism opportunities.	Marketing and promotion is timely, professional, informative and responsive to user needs. Capitalise on Canberra Region brand opportunities.	Chief Executive Officer	Strategy B.5 - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities. 2. Community liaison to preserve and enhance community facilities.	Being achieved – The Destination Guide has been completed. The Southern Tablelands Committee have engaged Regional Lifestyle Magazine to feature the Upper Lachlan in the November 2024 magazine edition. The tourism unit are running a Roving Art Show in six of the shire halls promoting visitation.

CSP STRATEGIC PILLAR NO. 4 – OUR INFRASTRUCTURE

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.1 - Improve local road and regional road transport networks.	Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation on regional roads.	Director of Infrastructure	Strategy D.1 - Plan for, maintain and improve road corridor networks. 7. Responsible and efficient use of resources.	Not achieved – no road hierarchy report to Council. Capital and maintenance works undertaken on Regional and Local Roads and Infrastructure Plan adopted by Council on 20 June 2024.
4.2 - Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Asset Management Plans and Asset Strategies by each Asset Class are developed and recommendations implemented.	Director of Infrastructure	Strategy D.8 - Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible. 2. Community liaison to preserve and enhance community facilities.	Not achieved – asset data is required to be collated, along with condition rating to update the asset register and develop forward year works plans.
4.3 - Bitumen sealing all urban streets in towns.	Prepare 4 year road capital works program budget and review works priorities annually.	Director of Infrastructure	Strategy D.1 - Plan for, maintain and improve road corridor networks. 1. A built environment enhancing the lifestyle of a diverse community.	Achieved - four year capital road works program budget and works was developed and included in Delivery Program adopted by Council on 20 June 2024.
4.4 - Develop town and CBD beautification programs.	Implement town main street beautification works.	Director of Infrastructure	Strategy D.4 - Encourage community pride through the beautification of our towns and rural areas. 2. Community liaison to preserve and enhance community facilities.	Achieved - town and village streetscape project of installation of bins, noticeboards and seating is complete.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.5 - Lobby for improved mobile telephone and broadband services.	Advocate Federal Government agencies to ensure regional and rural areas are included in the roll out of technological initiatives.	Director of Infrastructure	Strategy D.13 - Advocate for servicing of mobile telephone blackspot areas. Strategy D.14 - Advocate for a more stable communication network. 1. A built environment enhancing the lifestyle of a diverse community.	Being achieved – A new tower was approved for Curraweela in December 2023. Lobbying for a tower at Snowy Mount has been unsuccessful to date.
4.6 - Develop new and upgrade existing footpaths and cycleway networks.	Implement the Pedestrian Access and Mobility Plan (PAMP) to create links to community services in conjunction with NSW Government Stronger Country Communities Fund program.	Director of Infrastructure	Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation. 1. A built environment enhancing the lifestyle of a diverse community.	Achieved – previous grant projects at Crookwell and Gunning have been completed. Further projects have been applied under two different grants.
4.7 - Upgrade stormwater and kerb and guttering in towns.	Stormwater Management Plans created and recommendations progressively implemented in a 4 year capital works budget.	Director of Infrastructure	Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences. 2. A healthy natural environment.	Being achieved – Flood studies for Collector, Crookwell, Gunning and Taralga have been completed. Potential upgrades identified but will require significantly more funding than currently available. Funding received to undertake a feasibility study for a levee in Gunning

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.8 - Replace bridges on local and regional roads.	Implementation of the bridge replacement program with funding to be sourced from external funding bodies.	Director of Infrastructure	Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations. 7. Responsible and efficient use of resources.	Achieved - Peelwood Road/Peelwood Creek, Cooksvale Road and Blue Hill Road bridges are completed. The construction is underway on Julong Road 2 bridge. Latent site conditions encountered delayed project commencement.
4.9 - Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.	Implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning and Director of Infrastructure	Strategy C.5 – To investigate and adopt environmental sustainability practices and purchasing across the organisation. 4. A prosperous economy with the balanced use of our land.	Achieved – Measures 1 to 6 identified in the Floodplain Risk Management Study and Plan have been completed.
4.10 - Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Pursue grant funding opportunities that deliver on the pursuit of regional economic growth benefits. Deliver grant projects and improve road infrastructure assets with potential to stimulate the local economy and grow businesses.	Director of Infrastructure	Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity. Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters. Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. 4. A prosperous economy with the balanced use of our land.	Achieved – Wombeyan Caves Road project has been completed, unspent project funding will be used for slope stability works. Construction works have been completed on the seal extension component of Grabine Rd works including the construction of box culverts at Sandy Creek. Grant funding for Tablelands Way safety improvements has been secured, and construction works has commenced.

CSP STRATEGIC PILLAR NO.5 – OUR CIVIC LEADERSHIP

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
5.1 - Participate in resource sharing initiatives.	Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation (CRJO) projects.	Chief Executive Officer	Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region. Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements. 7. Responsible and efficient use of resources.	Achieved - participation in CRJO; Regional Community Strategic Plan Towards 2042 project, internal audit services, ARIC committee and NSW Resilience Blueprint project. Central West JO contracts; Copyright Licencing and Bulk Fuel purchase contract.
5.2 - Lobby peak industry bodies and other levels of government for increased share of grant funding distribution.	NSW Government implement a Grants Commission review and amendment to financial assistance grants (FAG) distribution to rural and regional councils.	Chief Executive Officer	Strategy E.8 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region. 8. Transparent and accountable governance.	Not achieved – despite lobbying continuing through Canberra Region JO and meetings with NSW Government Ministers. No changes legislated for FAG grant distribution.
5.3 - Promote community engagement and involvement in decision making processes.	Regular community meetings and Committees of Council outcomes achieved. Community Survey undertaken every four years.	Chief Executive Officer and Director of Finance and Administration	Strategy E.9 - Council understands the aspirations of the community and seeks to work together to solve local issues. Strategy E.11 - We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region. 6. Resilient and adaptable communities.	Achieved – community outreach meetings held in March and June 2023 at 5 towns/villages. Special Rate Variation (SRV) proposal community engagement meetings held in November 2023 at 6 towns/villages. Achieved – Projectura on behalf of CRJO has prepared a Community Engagement Report for Council after a round of community engagement in February and March 2024 with Have Your Say on-line and hard copy surveys completed as part of reviewing the Council Community Strategic Plan Towards 2042 document.
5.4 - Leadership and commitment to integrated planning and reporting (IP&R).	Council's IP&R documents clearly articulate the Council's direction across all strategy platforms and performance management efficiency is evident to the community.	Chief Executive Officer and Director of Finance and Administration	Strategy E.2 - Make doing business with Council easier. Strategy E.3 - Governance provides a sound basis for decision making. 8. Transparent and accountable governance.	Achieved - IP&R strategic plans completed for 2023/2024 and adopted by Council on 15 June 2023. 2024/2025 IPR Plans were adopted by Council on 20 June 2024.