



Upper Lachlan Shire Council

ANNUAL REPORT

2018-2019



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General Manager, Mr John Bell

General Manager's Review of Operations

It is with satisfaction that Upper Lachlan Shire Council presents the Annual Report. I am privileged to have led a dedicated team of professional Council staff over the past year to efficiently and effectively deliver quality services to our community.

The Upper Lachlan Shire Council Annual Report is presented under the Local Government Act 1993, in accordance with the provisions of Section 428, which sets out the Council's statutory reporting requirements. Such reporting mechanisms are an important avenue by which Council is able to display to the local community the results of Council's positive, practical governance and prudent financial management.

The majority of Council's programs have completed their appropriate key performance indicators and Council has met all State and Federal Government statutory requirements within the required deadlines.

Financial Position Report

The Annual Report confirms that the Upper Lachlan Shire Council is in a positive financial

position and has the scale and capacity to meet all provisions and liabilities.

The independent external audit of the Council's Financial Statements, by Audit Office NSW, confirms an operating result for 2018/2019 from all Council activities, totalling a net operating surplus of \$213,000 for the year (before capital grants and contributions). This equates to an Operating Performance Ratio of 1.43%.

Within the Financial Statements, Council's Statement of Performance Measures highlights Council's Unrestricted Current Ratio of Assets to Liabilities as 5.14:1, which shows the adequacy of Council's working funds to meet all liabilities and other restrictions.

Further, Rates and Annual Charges Outstanding percentage is only 2.42%. Council's Own Source Operating Revenue Ratio is 62.99%.

The Office of Local Government has mandated financial performance benchmarks for all Councils; Council has achieved all 7 benchmarks in 2018/2019. Upper Lachlan Shire Council will continue to monitor all financial, infrastructure and efficiency performance measures as the long-term financial sustainability of the Upper Lachlan Shire Council remains a high priority.

Organisation Structure

Council has reviewed its organisation structure in accordance with Section 333, of the Local Government Act 1993, maintaining Council's commitment to the operational performance and services in each of Council's three offices and two works depots.

Council employs 137 full time equivalent employees and these staff members persist in reinforcing an ongoing commitment to customer service and continuous improvement and will carry on meeting the needs and expectations of our ever growing Shire within the available resources.

Council is in the process of re-evaluating all staff position descriptions and conducting job evaluations utilising Oo-soft software to create an up to date holistic, integrated salary system.

Community Strategic Plan

The NSW State Government Integrated Planning and Reporting requirements have been prepared in accordance with the requirements of the Local Government Act 1993:-

- Tablelands Regional Community Strategic Plan 2016-2036;
- Resource Strategy - containing the Long Term Financial Plan, the Workforce Plan and the Infrastructure Plan;
- Delivery Program;
- Operational Plan; and
- Social and Community Plan.

Council held 4 community outreach meetings in May 2019, including Collector, Crookwell, Gunning and Taralga, to allow community feedback and input into Council strategic plans.

New Community and Civic Centre

During the year, Council advertised an Expression of Interest for the provision of architectural design and related services to the

Council for a new Community and Civic Centre in Crookwell.

In November 2018, Council accepted PD Mayoh Pty Ltd, Architects tender submission for the design services for the proposed Community and Civic Centre, Crookwell. Community information sessions, presenting the building designs, were held in 31 July and 26 August 2019.

The design created for the proposed Community and Civic Centre will include new Council Chambers, which would double as a community performance space, a new reception area for ratepayers and Service NSW customers, space for the Crookwell Historical Society and the Crookwell Art Gallery, and a much needed revamp to office facilities for Council staff.

The proposed Community and Civic Centre project is subject to Council securing appropriate grant funding to make the project viable.

Main Road 258 Wombeyan Caves Upgrade

The Wombeyan Caves Road, from the Goulburn/Oberon Road Intersection to the Wombeyan Karst Conservation Reserve, is in need of varying states of repair to address the access problem.

The full cost of the project is over \$32.5M however, the project has been broken up into six sections. The condition of the road is of vital importance to both user safety and economic prosperity. The 60km, eastern road lies within in the Wingecarribee Shire and is an unsealed, 4 wheel drive road that narrows to one lane in sections, hence, the Wombeyan Caves Road in the Upper Lachlan Shire is the predominant access to the Caves.

Council has secured \$5 million in grant funding over a 3 year period, to improve the road access to this heritage, recreational and nature reserve

which will benefit the region by creating much needed tourist dollars and jobs.

The presentation of the Wombeyan Caves tourist product will be improved as visitors to the Reserve are often 'put off' from continuing further when they travel on the gravel road.

A key to creating economic diversity in a Shire whose population is heavily reliant on Agriculture (36.9%), is to grow the Tourism sector which at this point only directly employs 4.7% of the Shires workers. This would create a local economy that is more resilient to economic, social and environmental shifts particularly in the agricultural sector.

Given the excellent geographic location on the Sydney-Canberra corridor and the pre-existence of a wonderful natural visitor attraction in the Wombeyan Karst Conservation Reserve and Caves, the Shire needs a quality road network to allow tourists to confidently access the area.

Asset Renewal and New Infrastructure Highlights – Total Expenditure on Assets \$11.68 million

Major construction and new infrastructure highlights for 2018/2019 included the following projects:-

- Taralga Water Supply upgrades at a cost of 138,202;
- Crookwell sewerage service main renewals at a cost of \$164,013;
- Bitumen resealing of urban and rural sealed local roads throughout the Shire at a cost of \$631,421;
- Bitumen resealing of sealed regional roads throughout the Shire at a cost of \$488,888;
- Pavement Rehabilitation and road reconstruction of regional road MR248E Laggan Road at a cost of \$635,458;
- Pavement rehabilitation, bitumen sealing and curve realignment of Bannister Lane at a cost of \$516,151;
- Pavement Rehabilitation of MR241 Rye Park Road at a cost of \$127,460;

- Gravel resheeting of unsealed rural roads throughout the Shire at a cost of \$761,057;
- Wombeyan Caves Road Black Spot roadworks totalling \$227,808;
- Pejar Road roadworks and replacing pipes under road at a cost of \$192,186;
- MR256 Abercrombie River bridge replacement uncompleted works in progress totalling \$668,817;
- Crookwell Memorial Oval building construction uncompleted works in progress totalling \$966,818;
- Crookwell landfill construction upgrade uncompleted works in progress totalling \$677,336;
- Grabine Road reconstruction and new bitumen sealing at a cost of \$890,607;
- Goodhew Park, Taralga revitalisation project at a cost of \$242,707;
- Pat Cullen Reserve, Crookwell uncompleted works in progress totalling \$212,290;
- Clifton Park, Crookwell toilet block and pathway projects totalling \$184,517.

Grabine Road

Council has continued the reconstruction works via a special grant program funding on Grabine Road. There is one year remaining of this program of \$400K road reconstruction works. The Grabine Road is a transport link priority project to the Grabine State Recreational Area Reserve and will continue to facilitate economic benefits to the region.

The sealing of Grabine Road is providing tourism opportunities and the promotion of the region as a tourism destination.

Council has been successful in attaining \$3.5 million grant funding to continue further reconstruction and sealing of Grabine Road in the pursuit of regional economic growth benefits and the improvement of road infrastructure assets that have the potential to stimulate the local economy. The funds are to be expended by end of 2021.

Conclusion

Council's financial position remains sound and our long term financial strategy allows for the ongoing development of a sustainable infrastructure renewal program whilst identifying opportunities for service delivery review.

Council has infrastructure challenges ahead including replacement of old timber bridges which will require significant investment in future years.

Council will remain focused on delivering good quality governance and services to the Upper Lachlan Shire with continued attention to organisational, social and environmental sustainability.

The Annual Report demonstrates that Council continues to deliver a wide range of quality services to the community and Council continues to communicate in a number of proactive and receptive ways.

The avenues utilised to communicate include:-

- The award winning quarterly "Voice Newsletter",
- Community surveys,
- Media releases,
- Informal meetings,
- Council's website and FaceBook page,
- Community outreach meetings and engagement forums.

I would like to thank the current Councillors and Council staff for their commitment to the Upper Lachlan Shire community during 2018/2019.

As General Manager of the Upper Lachlan Shire Council, I commend this Annual Report as definitive confirmation that the Upper Lachlan Shire Council is proceeding into the future with a stable foundation.

General Manager Resignation

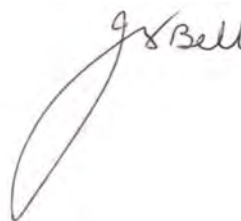
Following almost 44 years' service in Local Government I tendered my resignation to Council in June 2019 announcing my intention to retire.

I would like to thank the community for providing me the opportunity to serve this area of the Southern Tablelands for the past 44 years (via the former Mulwaree Shire Council, former Gunning Shire Council and Upper Lachlan Shire Council).

I would also like to thank all the Councillors and Council staff over my journey for their support and their hard work in continuing to progress Council's mission and vision to the utmost.

I will sign off with a quote from Dr Seuss as I transition into retirement, with an adage that my son has often quoted to me, "You're off to great places! Today is your day! Your mountain is waiting so... get on your way!"

All the very best.



John Bell
General Manager

UPPER LACHLAN SHIRE COUNCIL – SENIOR STAFF

General Manager:

Mr John Bell

Work Phone: 4830 1000

Director of Environment and Planning:

Mrs Tina Dodson

Work Phone: 4830 1027

Director of Finance and Administration:

Mr Andrew Croke

Work Phone: 4830 1008

Director of Infrastructure:

Mr Mursaleen Shah

Work Phone: 4830 1063



Council’s Senior Management Team – Mursaleen Shah, Andrew Croke, John Bell and Tina Dodson.



Crookwell Memorial Oval building construction project

UPPER LACHLAN SHIRE COUNCIL ELECTED MEMBERS



MAYOR
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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

UPPER LACHLAN SHIRE COUNCIL FINANCIAL STATEMENTS



Pat Cullen Reserve footbridge at Kiamma Creek in Crookwell

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

Annexure Document “A” includes a copy of Upper Lachlan Shire Council’s audited Financial Statements for 2018/2019. This is included as an attachment at the end of the Annual Report.

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. All ratepayers, press and the general public are welcome to attend meetings of Council.

During 2018/2019 Ordinary Council Meetings were held on the third Thursday evening of each month. Council Meeting agendas are available on Council's website or at the three Council Administration offices and two branch libraries during business hours and in addition are provided at the meeting. 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 General Manager by that day.



Council Meeting at Crookwell Council Chambers

COMMUNITY OUTREACH MEETINGS:

In addition to Council Meetings, there were 4 community outreach meetings held in May 2019, directed at the facilitation of community involvement and dialogue with Council. The meetings were held in Collector, Crookwell, Gunning and Taralga.

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

Taralga Community Service Centre

Address: 29 Orchard Street, Taralga NSW 2580
Telephone: (02) 4840 2099
Email: taralgacsc@upperlachlan.nsw.gov.au

ALL CORRESPONDENCE SHOULD BE DIRECTED TO:-

**The General Manager
PO Box 42
GUNNING NSW 2581**



Crookwell Administration Office

Strategic Task Performance Activities

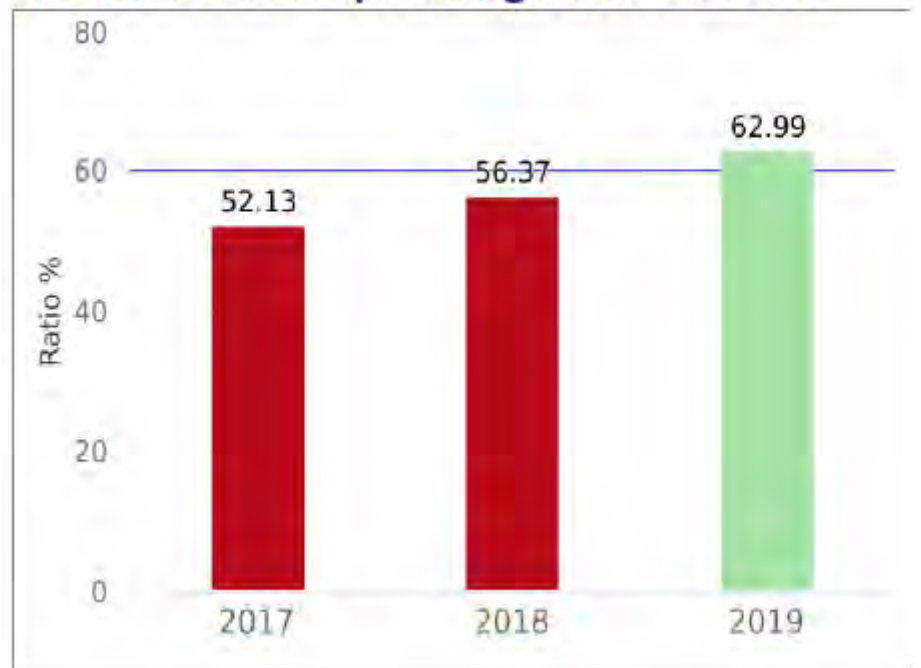
<u>Key Performance Activities</u>	<u>Performance</u>
Annual Report and State of Environment Report	Completed by statutory timeframe
Financial Statements and Financial Data Return	Completed by statutory timeframe
Social and Community Plan	Completed by statutory timeframe
Loan Borrowings Return	Completed by statutory timeframe
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 Return of General Information	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
Roads and Maritime Services (RMS) Regional Roads Block Grant Return	Completed by statutory timeframe
Department of Infrastructure and Regional Development - Roads to Recovery Annual Report	Completed by statutory timeframe
Code of Conduct Complaint Statistics report to Council – annual	Completed by statutory timeframe

FINANCIAL SUMMARY:

1. Operating performance ratio



2. Own source operating revenue ratio



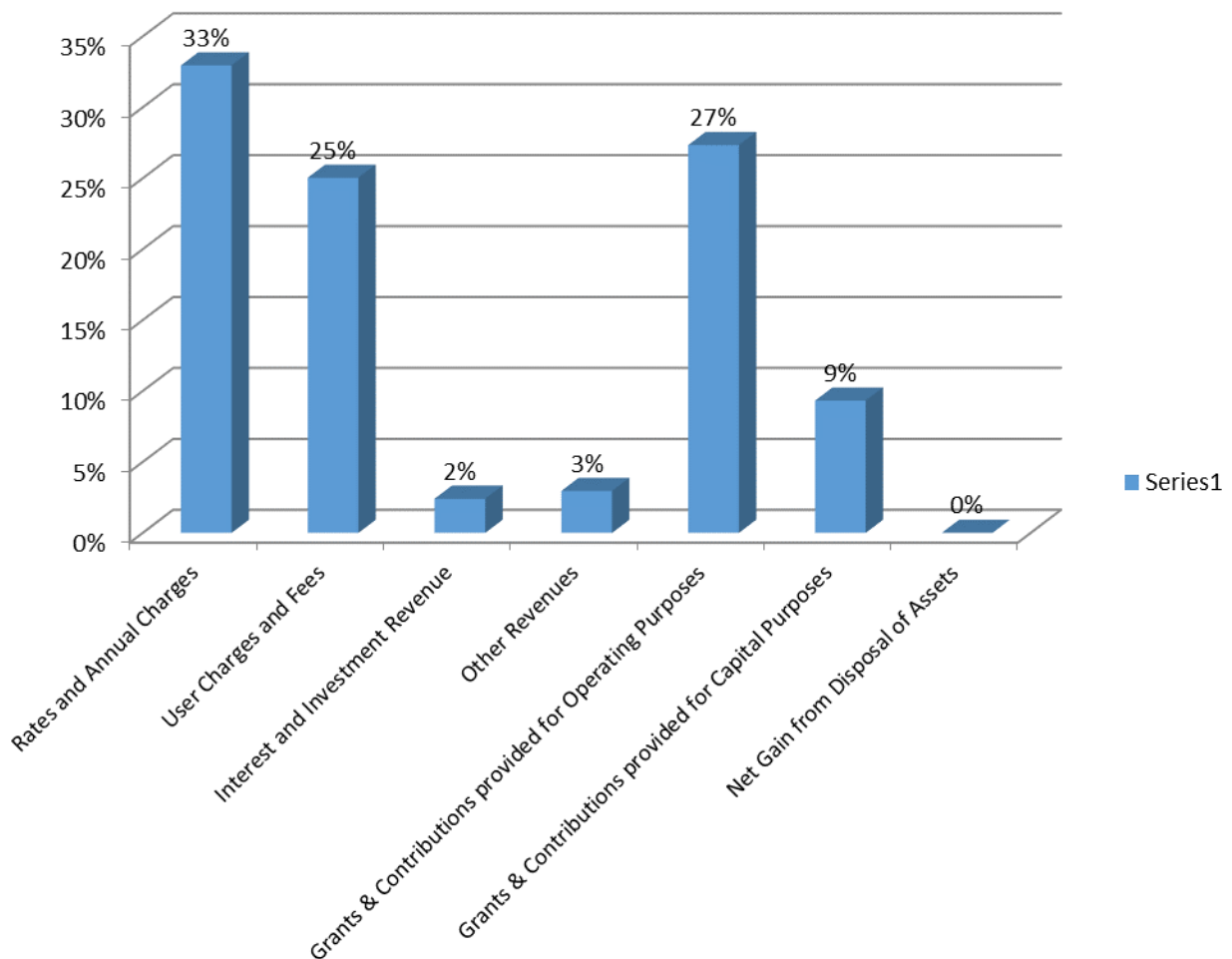
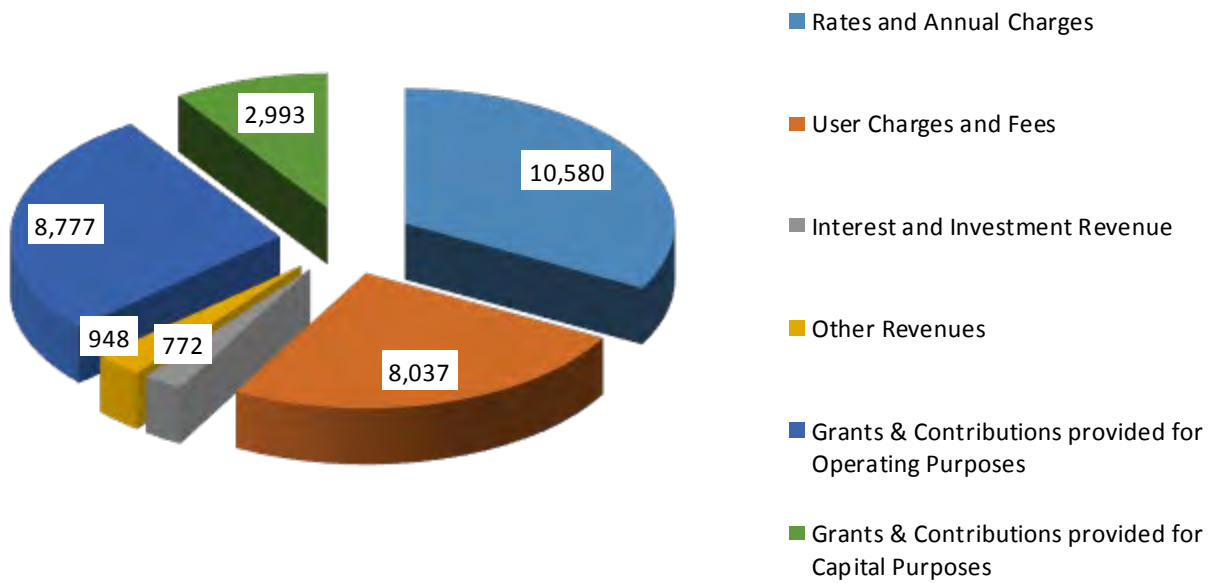
3. Unrestricted current ratio



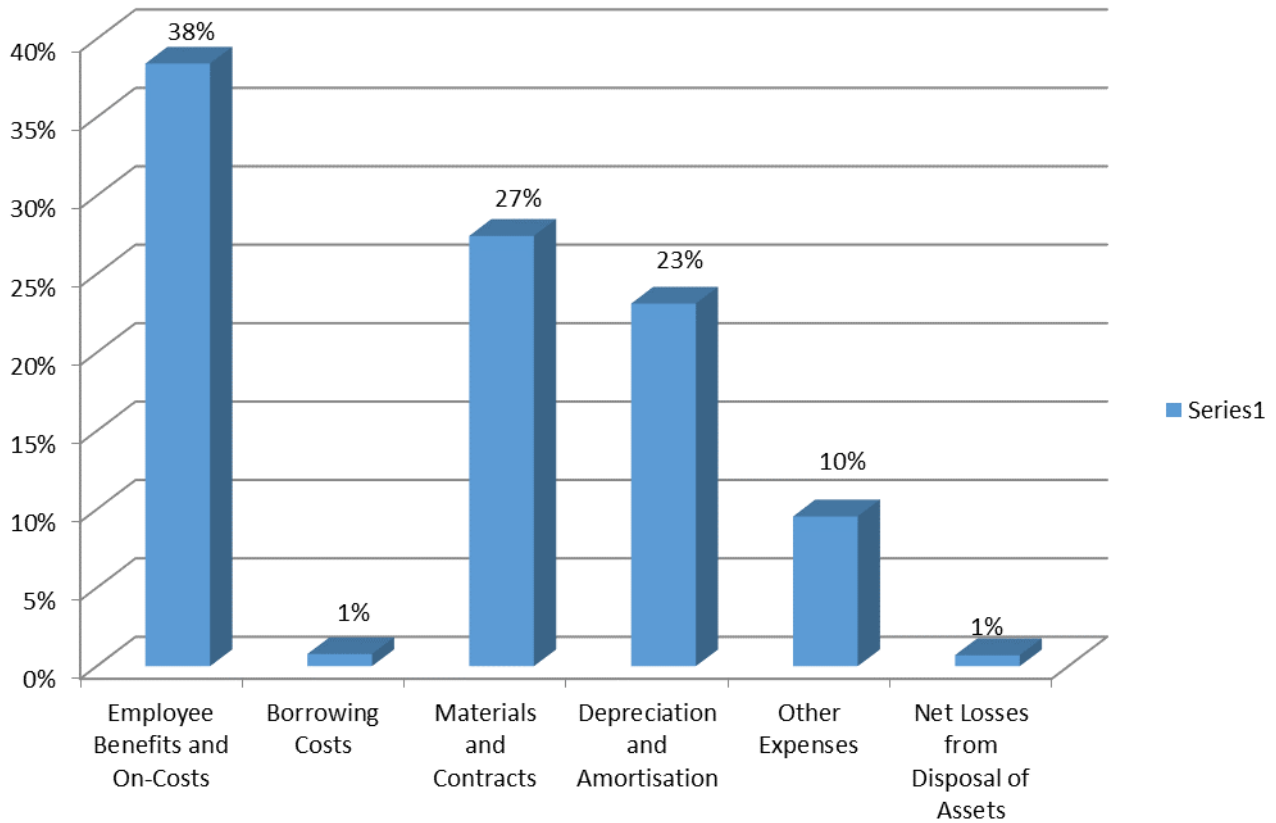
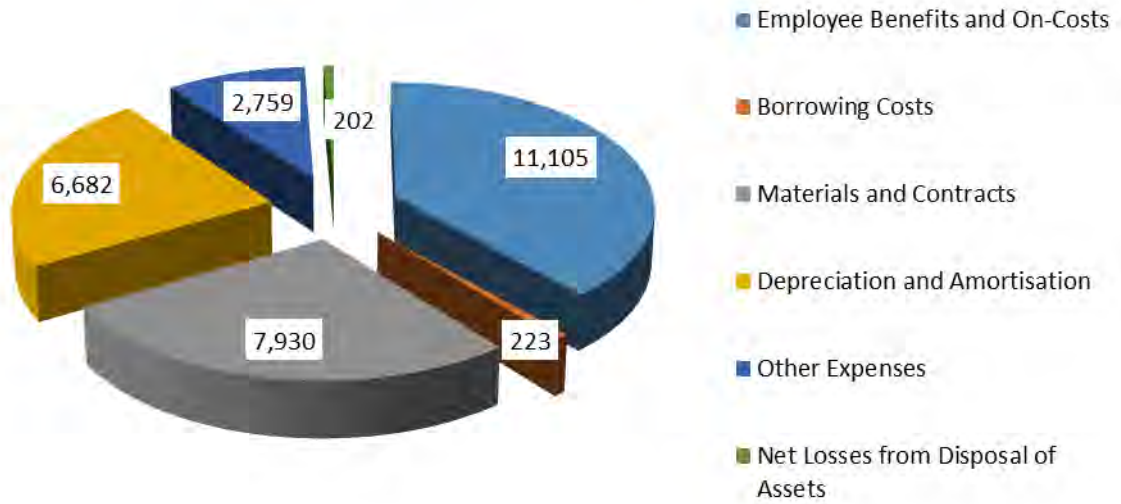
4. Debt service cover ratio



2018/2019 Total Income - \$32,107 (\$'000)

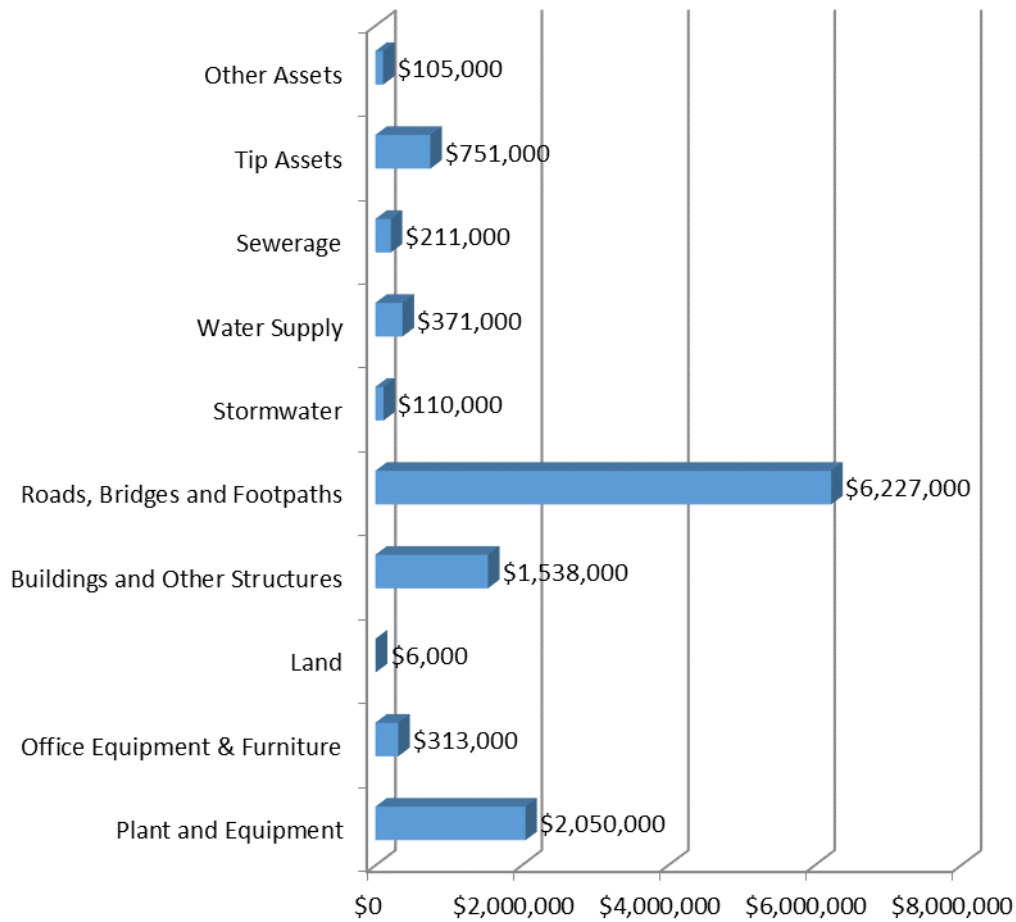


2018/2019 Total Operating Expenditure - \$28,901 (\$'000)

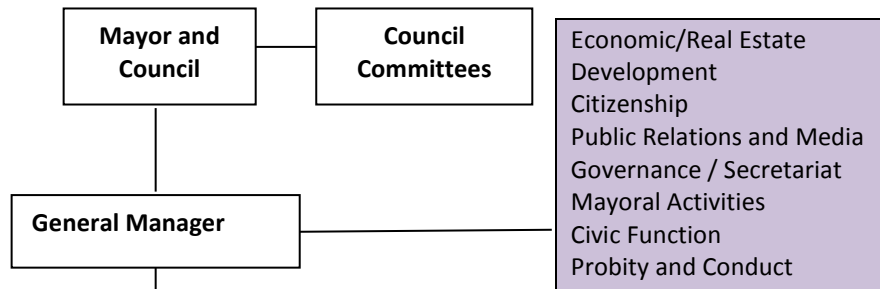


FINANCIAL DATA

2018/2019 Capital Expenditure by Asset Class - \$11,682 (\$'000)



Organisation Structure



Director of Finance and Administration	Director of Works and Operations	Director of Environment and Planning
Customer Service Payroll Administration Information Technology Telephone/Switchboard Records Management Human Resources Management Insurances Rates and Annual Charges Creditors and Debtors Business Papers Privacy Management Audit and Risk Committee Loans/Borrowings Management Investments Revenue Policy Community Strategic Plan Operational Plan Delivery Program Long Term Financial Planning Financial Management Accounting Annual Report Community Technology Centre Library (2 Branch libraries) Southern Tablelands Arts Council Tourism Services and Committee Website/FaceBook/Internet Taralga Community Service Centre - Australia Post Services Service NSW Motor Registry Agency Services - Crookwell Goods & Services Tax Compliance Fringe Benefits Tax Compliance Cultural Planning	Water Supply Services Sewerage Services Domestic Waste and Recycling Services Waste Management Centres / Tips Parks and Gardens / Sportsgrounds Swimming Pools (2 Pools) Works Depots (2 Depots) Plant (Workshop) Maintenance (roads, bridges, footpaths and kerb and guttering) Construction (roads, bridges, footpaths and kerb and guttering) Contract Management Design Works/Engineering Services State Emergency Services (SES) Rural Fire Service (RFS) Aerodrome Asset Management Project Management Forward Planning - Recreation - Infrastructure Traffic Management Road Safety Program Cemeteries Drainage / Stormwater Management Private Works RMCC RMS Roads Contract Roads to Recovery Program Stores and Purchasing Work Health and Safety (WH&S) Asset and Risk Management Consultative and WH&S Committees Caravan Park Gravel Pits Geographic Information System (GIS) Tree Preservation Order Compliance Framework Section 64 Development Contribution Plans	Urban / Rural Planning (Land use) Building Control Environmental Planning Control (LEP) Pollution Control Development Control (DCPs) Rangers Stock Impounding Heritage and Conservation Regulatory Functions Public Hall Management Companion Animals Food and Health Inspections State of Environment Septic Tanks Town Planning - Community Survey - Corporate Strategic Planning - Land use planning - Subdivision Council Housing Management Ordinance Control Licence Monitoring Section 94 and Section 94A - Development Contribution Plans Community Enhancement Programs Pye Cottage Museum Floodplain Management Social and Community Planning Noxious Weeds Control Medical Centres Building and Offices Maintenance Rural Addressing

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 2018/2019.



Commencement of the MR256 Oberon Road, Abercrombie River timber bridge replacement



Official Opening of the Clifton Park Crookwell amenities block by the Hon. Angus Taylor MP

COUNCIL'S PRINCIPAL ACTIVITIES – Key Performance Indicators

FUNCTION

COMMUNITY

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

ENVIRONMENT

Town Planning and Development Control
Building Control
Environmental Systems and Protection
Housing
Noxious Weeds Control
Food Control and Inspections

ECONOMY

Financial Services
Administration and Corporate Support
General Purpose Revenue and Rates
Information Technology
Workforce (Human Resources and Work, Health and Safety)
Caravan Parks
Tourism Promotion and Business (Private Works, RMS State Road and Service NSW)

INFRASTRUCTURE

Roads, Bridges, Footpaths, Cycleways, and Kerb and Guttering
Stormwater and Drainage
Quarries and Gravel Pits
Waste Centres, Rubbish Tips and Street Cleaning
Public Conveniences and Amenities
Public Cemeteries
Engineering, Purchasing and Works Supervision
Plant and Equipment Operations
Domestic Waste Management (DWM)
Water Supply Services
Sewerage Services

CIVIC LEADERSHIP

Governance

COMMENTARY REGARDING STRATEGIC PERFORMANCE MEASURES UNDERTAKEN

Section 428 (2) (b)

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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.	Maintain lease for buildings.	1.1 - Support the retention of medical and health care facilities in the towns.	Achieved - Council owned building utilised for health care services in Crookwell and Gunning.
Support the Youth Council to promote youth engagement.	Report each year in the Annual Report.	1.4 - Retain the youth population demographic and provide appropriate facilities.	Achieved.
Support the NSW Government rollout of the National Disability Insurance Scheme (NDIS).	Council review the Disability Inclusion Action Plan by December 2018.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Not Achieved – review pending.
Maintain a web based community directory.	Review annually.	1.7 - Social inclusion for all disparate communities.	Achieved - Annual review completed in October 2018.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Review the Social and Community Plan 2013-2018 and Council to readopt by June 2019.	Report on actions every year in the Annual Report.	1.2 - Support provision of ageing population services and aged accommodation.	Not Achieved – review to be completed by June 2020.
Implement Cultural Plan for Council.	Report on actions every 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.	Achieved - Cultural Plan 2017-2020 adopted by Council on 15 June 2017. Achieved - Cultural funding program completed in 2018/2019. Achieved - Heritage grants endorsed by Council in October 2018.
Maintenance and management of Council public facilities.	Annual AGM and audits for Committees. Review Plan of Management for public buildings every five years.	1.8 - Manage and upgrade Council's public buildings and community centres. 1.8 - Manage and upgrade Council's public buildings and community centres.	Being Achieved – Committee audits undertaken and minutes reported to Council. Achieved - Plan of Managements reviewed and completed. Note: All Plan of Managements will be reviewed and require Council endorsement by June 2021 in accordance with Crown Lands Act amendments.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 - monthly reports submitted to the Office of Local Government.
Maintain a Complaint Handling Register.	Complaints closed out within two weeks.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being Achieved – not all complaints can be finalised within 2 weeks.
Maintain an Impounding Register.	Statistics reported in Annual Report.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 – Council's Swimming Pool Operational Plan was updated prior to commencement of the season which is now finished.
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 is undertaken prior to opening and during pool opening hours. Four (4) tests are completed at two hour intervals. Results

KPI	Performance Measure	Delivery Program Actions	Performance Status
			are recorded, and corrective action taken, in compliance with Department of Health guidelines. All results are filed in Council Records Management System.
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 – Daily attendance records are maintained for both Swimming Pools. Income and expenditure reports, as well as patronage reports, are provided to Council in June 2019.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:
PRINCIPAL ACTIVITY - SPORTING GROUNDS AND PARKS AND GARDENS**

<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 – A meeting was held where Council advised sporting fees and associated charges.
Prepare Plans of Management for land where Council is the trustee.	Review Plans every five years.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being achieved - Council is developing an Asset Register in consultation with the NSW Lands and prepare plans of management over 3 years.
Towns and villages streetscape improvement program.	Implement main street streetscape works.	1.8 - Manage and upgrade Council's public buildings and community centres.	Being achieved – The plans are accepted by Streetscape Committee and a quote is being secured for components of the project.
Towns and villages mowing and maintenance program and fire risk minimisation. Improve maintenance of public parks facilities on weekends of special or community events.	Implement town beautification initiatives.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Townspersons working in towns and village including, Crookwell, Bigga, Gunning and Taralga.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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	Achieved – Quarterly Reports for both branch libraries are prepared within a

KPI	Performance Measure	Delivery Program Actions	Performance Status
		maintaining public safety standards.	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 November 2018.
Increase membership and number of library loans.	Increase by 1% per annum.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – statistics prepared by Library Manager for the 2018/2019 Annual Report.
Develop policies and guidelines for user access and use of technology in the libraries.	Become an operational eSmart Library by 30 June 2019.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Not achieved – to be completed in 2019/2020.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:
PRINCIPAL ACTIVITY - EMERGENCY SERVICES AND FIRE PROTECTION**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Maintain Section 94 Register for each individual Bushfire Brigade.	Annual Audit of Section 94 Register.	1.8 - Manage and upgrade Council's public buildings and community centres.	Achieved – Section 94 Register audit completed for 2018/2019 and the register was provided to RFS in September 2019.
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 – Consequences Management Guide are completed and were reported to the Local Emergency Management Committee.
Complete review of RFS Service Level Agreement.	Council adoption by August 2018.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not achieved – there is no current Service Level Agreement, discussions with RFS are yet to be finalised.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 submitted to Department of Planning and Environment for gateway approval in 2018/2019.	2.2 - Promote environmentally sustainable developments (ESD).	Being Achieved.
Review and implementation of Section 94 and Section 94A Development Contributions Plans.	Review of Section 94 Plans by December 2018 and annual audit of Section 94 Register.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Being Achieved – Awaiting further draft report from consultant.
Section 355 Committees of Council commence operations to facilitate the Community Enhancement Fund (CEF).	CEF agreements signed. Funds distributed annually. Committees resourced to benefit target communities.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Achieved – Gullen Range Wind Farm, Cullerin Range Wind Farm and Taralga Windfarm CEP project funding has been allocated for 2018/2019.
Completion and issue of Section 149 Certificates.	Complete within 7 days.	2.2 - Promote environmentally sustainable developments (ESD)	Achieved.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:
PRINCIPAL ACTIVITY - BUILDING CONTROL**

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 30 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not Achieved - 75% of CC's were determined within 30 days for 2018/2019.
Development Application (DA) assessment and determination.	Determine 80% of DA's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not Achieved - 47% of DA's were determined within 40 days for 2018/2019.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:
PRINCIPAL ACTIVITY - ENVIRONMENTAL SYSTEMS AND PROTECTION**

KPI	Performance Measure	Delivery Program Actions	Performance Status
State of Environment Reporting.	Complete and include in Council Annual Report.	2.3 - Promote use of green and renewable energy.	Being Achieved.
Investigate and report environmental complaints in accordance with legislation.	Deal with complaints in accordance with Service Delivery Policy.	2.1 - Address environmental degradation issues; i.e. noxious weeds control.	Being achieved – not all compliance action can be finalised within the 30 day timeframe.
Assist community groups to seek grant funding for environmental initiatives for Council land and waterways.	Number of grants per annum.	2.5 - Support land care initiatives to restore and beautify natural resources.	Being achieved - Ongoing liaison with relevant government agencies in seeking funding for environmental initiatives.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:
PRINCIPAL ACTIVITY - HOUSING**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Regular inspection of housing by independent management agent.	House inspections each year.	2.2 - Promote environmentally sustainable developments (ESD).	Being Achieved.
Annual house maintenance and repair program derived from inspections.	Repairs completed within 30 days of notification.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:
PRINCIPAL ACTIVITY - NOXIOUS WEEDS 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 – 962 property inspections have been undertaken during 2018/2019.
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 - monthly updates are included in the Council Business Paper.
Regular education programs (field days and press releases) for landowners on the most effective control methods.	3 programs per year.	2.5 - Support land care initiatives to restore and beautify natural resources.	Being Achieved - regular government and non-government meetings attended. Weed control information included in Councils information page and newsletters.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:
PRINCIPAL ACTIVITY - FOOD CONTROL AND INSPECTIONS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 – inspections were carried out in May 2019.
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 - None identified for 2018/2019.
Swimming Pool register and inspection program.	Ensure Swimming Pool register is maintained.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being achieved – compliant and ongoing.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 – Investment Policy was reviewed by Audit, Risk and Improvement Committee and adopted by Council on 18 July 2019.
Maintain Employee Leave Entitlements (ELE) internal restricted cash reserves to fund leave as it becomes payable.	Minimum 40% cash reserve of total ELE expense.	3.1 - Ensure financial viability of Council.	Achieved – Council ELE cash reserve is 46% of total ELE expense as at 30 June 2019 based on age profile and accumulated leave entitlements accrued.
Implementation of Council's Strategic Internal Audit Plan and report actions to Audit, Risk and Improvement Committee.	Complete 2 internal audits annually.	3.2 - Prudent financial management.	Being achieved – Grant Thornton conducted an internal audit review of Information Technology General Controls and was reported to the April 2019 Audit, Risk and Improvement Committee Meeting.
Progressively complete Asset Fair Valuation for all asset classes.	Audited annually.	3.1 - Ensure financial viability of Council.	Achieved - the buildings, other structures, operational land and plant and equipment asset classes were revalued by Scott Fullarton Valuations at 30 June 2018. Infrastructure assets including roads and bridges are due for revaluation in 2019/2020.
Improve Long Term Financial Plan (LTFP) modelling.	10 year plan reviewed annually.	3.1 - Ensure financial viability of Council.	Achieved – Long Term Financial Plan was reviewed and adopted by Council on 20 June 2019.
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.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:
PRINCIPAL ACTIVITY - ADMINISTRATION AND CORPORATE SUPPORT**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Manage Council's Accounts Payable and Purchasing systems.	90% of tax invoices are paid within credit terms.	3.1 - Ensure financial viability of Council.	Not achieved – 72% of tax invoices were paid by Council in accordance with credit terms. There were 5,361 tax invoices processed by accounts payable in 2018/2019.
Manage Council's Accounts Receivable system.	90% of payments recovered within sixty days.	3.1 - Ensure financial viability of Council.	Achieved – 96.67% of sundry debtor invoices were recovered within 60 days of tax invoice date. There were 751 accounts receivable tax invoices processed in 2018/2019.
Council electronic document records management system complies with State Records requirements.	Monthly records task assignee action report to management.	3.1 - Ensure financial viability of Council.	Achieved - Monthly reports provided to management for outstanding task actions. New electronic acknowledgment to customer enquiries was implemented in December 2018.
Participate in Canberra JO advocacy and resource sharing projects.	Report annually to Council.	3.2 - Prudent financial management.	Achieved – Council are participating in human resources, Tourism and Economic Development, Infrastructure and IT working groups in Canberra Joint Organisation. CRJO Chairperson will make a presentation to Council in late 2019.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 - 2.42% rates and charges outstanding percentage as at 30 June 2019.
Completion of statutory certificates i.e. Section 603 Certificates.	95% completion rate within 5 days.	3.2 - Prudent financial management.	Achieved – 98.65% of Section 603 Certificates were processed within the deadline. There were 287 Section 603 Certificates issued in 2018/2019.
Completion and audit of Schedule - Permissible Rates Income Calculation.	Annual Completion by due date free of error.	3.2 - Prudent financial management.	Achieved – audit completed by the statutory deadline of 30 October 2019.
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 in 2018/2019.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:
PRINCIPAL ACTIVITY - INFORMATION TECHNOLOGY**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Council's Information Technology (IT) Strategic Plan and Business Continuity Plan to be reviewed and updated.	Implement actions within specified timeframes.	3.1 - Ensure financial viability of Council.	Being achieved - IT Strategic Plan reviewed and adopted at the 21 February 2019 Council Meeting. Business Continuity Plan to be reviewed in 2019/2020.
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.	Achieved – computer replacement program completed.
Review, upgrade and update Council's Website and	Updated on a weekly basis.	3.1 - Ensure financial viability of Council.	Achieved - Council website and FaceBook page updated each week, timely media

FaceBook page information.			releases. E-newsletter and Post Weekly publications released each week.
Implementation of new servers, software and databases, telecommunication systems and Customer Request Management System upgrade.	Complete each year within budget estimate.	3.1 - Ensure financial viability of Council.	Being achieved - telephone system project finalised in October 2018. Microwave communication project completed and operational in May 2018. Server upgrade is pending and CRM is operational with added on-line components remain to be finalised.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Review and implement Council Succession Plan.	Review biennially.	3.4 - Assist facilitation of employment opportunities.	Not achieved – will be reviewed after the realignment of Council Infrastructure Department and subsequent job evaluations and grading under Oosoft system.
Proportion of Council employee turnover per year.	Less than 10%.	5.4 - Ensure the retention and attraction of quality staff.	Not achieved – 19% employee turnover rate in 2018/2019, this includes Council staff retirements and resignations.
Conduct annual performance reviews, reissue and sign-off for all employee’s position descriptions and training plans.	Complete by 31 May each year.	3.4 - Assist facilitation of employment opportunities.	Not achieved – 60% of staff performance reviews for 2018/2019 were completed as at 30 June 2019.
Review and implement the human resources four year strategy in Council’s Workforce Plan.	Review Annually.	3.4 - Assist facilitation of employment opportunities.	Achieved – the reviewed Workforce Plan was adopted by Council at 20 June 2019 Council Meeting.
Conduct on-site work safety inspections of works sites and offices. Information provided to Council WH&S Committee and management.	80% of worksites are audited each year by WH&S Committee.	3.4 - Assist facilitation of employment opportunities.	Being achieved – New procedure developed and adopted by MANEX in September 2019. Asbestos Management Plan adopted by Council for worksites.

KPI	Performance Measure	Delivery Program Actions	Performance Status
All new employees to attend Corporate and WH&S Induction.	Within 2 months of commencing employment.	3.4 - Assist facilitation of employment opportunities.	Being achieved – induction is completed every 2-3 months by Council.
Maintain a database of hazards and risk management of all Council activities.	Quarterly updated by Section Managers and reported annually by WH&S Coordinator.	5.4 - Ensure the retention and attraction of quality staff.	Achieved – Procedures developed, approved and being implemented.
Identification of need for and implementation of safe work method statements (SWMS) for specific worksites.	80% of WH&S corrective actions will be completed within agreed timeframes.	3.4 - Assist facilitation of employment opportunities.	Being achieved – Estimate 80% of Council services have SWMS implemented.
Increase awareness training of back and manual handling injuries such as sprains and strains for all staff.	Training provided every two years.	3.4 - Assist facilitation of employment opportunities.	Achieved – Training is provided, attendance by staff at conferences. A Council staff WH&S Day was organised to educate staff on reporting requirements, site inductions and staff meetings.
Establish corporate safety management objectives, strategies and targets in the WH&S section. Minimisation of lost time incidents, injuries and workers compensation claims.	Incident reporting by employee within 2 days to senior management.	3.4 - Assist facilitation of employment opportunities.	Achieved - Safety inspection results, incidents and injuries reported to MANEX and the WH&S Committee bi-monthly are reported 95% on-time. Toolbox talks being routinely completed by outdoor works crews.
Identify and address WH&S issues identified as critical to ensure a safe worksite. Identify "Hotspots" within work groups and concentrate training programs on identified problem areas.	Quarterly reporting to WH&S Committee and management.	3.4 - Assist facilitation of employment opportunities.	Achieved – WH&S issues reported regularly to the WH&S committee and senior management for consultation, review and action.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:
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 – in 2018/2019 Council operated the facility with a profit. Increase in overnight visitation and bookings consistently in past 5 years, despite a 4% decline in 2018/2019 for overnight stay accommodation.
Implement Plans of Management for all Council controlled caravan parks and camping areas.	Review and update every 2 years.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Not achieved.
Provide improvements to Crookwell caravan park facilities.	Continue to promote facility and seek external grant funding.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Achieved – Crookwell caravan park promotion ongoing, new electronic booking system utilised at VIC, toilet amenities upgrade completed and grounds maintained.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:
PRINCIPAL ACTIVITY - TOURISM PROMOTION AND BUSINESS**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Upper Lachlan Tourist Association (ULTA) review Tourism Strategic Plan and implement actions.	Review annually.	3.5 - Encourage and support viable local businesses.	Being achieved – Strategic Plan reviewed by ULTA with revised tourism marketing communications. An action plan to be developed in line with 2020 Destination Southern NSW Destination Management Plan and Tablelands Community Strategic Plan.
Coordinate the Crookwell Potato Festival event.	Provide annual event summary.	3.6 - Promote tourism opportunities and community events.	Achieved – a successful event coordinated on 11 May 2019.
Presentation of tourism function statistics each quarter.	Present to Tourist Association.	3.6 - Promote tourism opportunities and community events.	Achieved.

KPI	Performance Measure	Delivery Program Actions	Performance Status
In conjunction with Canberra JO inform the Destination Management Plan 2018-2020 for Destination Southern NSW. Council prepare a Destination Action Plan, Industry Development Plan and Marketing Communications Plan.	Complete the new plans by 30 June 2019.	3.5 - Encourage and support viable local businesses. 3.6 - Promote tourism opportunities and community events.	Not achieved – Destination Southern NSW has experienced unexpected delays.
Annually coordinate the tourism grants, events and cultural funding programs.	Increase visitation and \$ spend.	3.6 - Promote tourism opportunities and community events.	Achieved – the 2018/2019 Cultural Funding Program and Events Funding program have been completed. Delivering the ULTA membership program benefits.
Prepare and distribute tourism publications; i.e. Destination Guide.	Distribution within program deadlines.	3.6 - Promote tourism opportunities and community events.	Achieved – media publications completed. The new Upper Lachlan Destination Guide is completed.
Facilitate provision of RV Friendly Town program in towns within the Shire.	Investigate sites for Taralga and Crookwell.	3.6 - Promote tourism opportunities and community events.	Being achieved – Willis Park Public Reserve potential site was deemed unsuitable by Council. The potential railway corridor site at Park Street requires further investigations and approval by Council and a licence agreement application to Transport NSW for a RV Friendly Town camping site.
Business activity of the State Road MR54 RMCC contract and work orders to retain RMS accreditation.	Generate profit in accordance with contract limits.	3.2 - Prudent financial management.	Achieved - RMCC and works orders being completed in accordance with contract and satisfactory contractor performance reports achieved. Contractor corrective actions are required to be issued to RMS within 18 month period.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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.	Achieved – Road Hierarchy completed and asset condition assessment data is being collated and refined by relevant asset standards.
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.	Not achieved – 62% of General Fund capital works program was completed, delays in completion of Crookwell landfill project, Kiamma Creek bridge replacement and Crookwell Memorial Oval building project.
Reconstruction and upgrade of Grabine Road as part of the Special Grant program with RMS and Transport for NSW (8 year program commenced 2013).	Complete Stages 5 and 6 within budget allocation in 2018/2019.	4.13 - Transport link priority projects to State Parks including the Wombeyan Caves Road and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Achieved – Stages 5 and 6 completed in 2018/2019. The last stage of the existing Transport for NSW grant program for Grabine Road reconstruction will be undertaken in 2019/2020 financial year. The Restart NSW Growing Local Economies Fund grant application was successful and this project will commence in 2019/2020.
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 – new Bitumen Sealing contract approved at 18 October 2018 Council Meeting. New gravel crushing tender in place.
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.	Achieved – gravel re-sheeting program for Section 94 and Roads to Recovery projects was completed in 2018/2019.
Number of kilometres per year cost per kilometre for road maintenance, dissecting bitumen and gravel roads.	Provide cost report to Council annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades	Not achieved – 10 year Capital and Maintenance Program will be developed as part of the Asset Management Planning. Performance will be reported against the

		covering a 10 year period.	delivery of the public works program approved by Council and re-sheeting program in 2020.
Continuation of footpath replacement program in accordance with Footpath Policy.	Complete within budget allocation.	4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Achieved – maintenance completed. Completion of Pat Cullen reserve footpath, Hill Street Taralga and Colyer Street footpaths and Clifton Park pathway project.
Bridge Replacement and maintenance program update and review.	To review program every two years.	4.11 - Progressively replace timber bridges on local and regional roads.	Achieved – Bridge assessments received and recommendations implemented. Construction of bridge bypass work commenced.
Complete the replacement of the Abercrombie River timber bridge on MR256 Taralga to Oberon Road.	Complete by December 2018.	4.11 - Progressively replace timber bridges on local and regional roads.	Achieved – The project was completed on 27 August 2019.
Regional road repair and pavement reconstruction program on MR248E Crookwell to Laggan Road.	Complete within budget and finalisation report completed to RMS.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – 85% of the road reconstruction on MR248E Laggan Road was completed.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 – works program is included in Operational Plan. Collector stormwater works commenced in May 2019.
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.	Achieved.
Implement Stormwater Management Plan.	Implement Stormwater works outlined in Plan.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Achieved. Included in the public works program as published on the Council's website.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - Gravel stocks are reduced to target value.
Maintain a gravel pit rehabilitation cash reserve in accordance with gravel restoration liability requirements.	Review cash reserve annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Rehabilitation reserve created and funds being credited to reserve.
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 reviewed and updated.
Erect signage as warning of potential hazard at quarries where Council have Quarry Management agreements.	Install signage as remote supervision.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – signs erected. Quarry Management Plans are being created.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:
PRINCIPAL ACTIVITY - WASTE CENTRES, RUBBISH TIPS AND STREET CLEANING**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Complete the Crookwell Waste Centre landfill upgrade and remediation project in 2018/2019.	Remediation works project in accordance with EPA requirement and consultants design.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Council is implementing alternative strategy for waste disposal. EPA has been advised. Public Works Authority have been engaged by Council to assist in project management of waste transfer station.
Waste transfer station design development and construction for Taralga, Collector, Tuena and Bigga, including closure plans for existing landfills.	Remediation works project in accordance with EPA requirement. Transfer stations constructed to service standard.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Upgrade works have been carried out at Taralga Transfer Station and Transfer Stations have been established at Collector and Gunning. Additionally, Tuena and Bigga are also operational as transfer stations. All waste from these facilities is transferred to Crookwell Landfill for disposal. Closure Plans are not complete.
Review and re-measurement of remediation and restoration provisions and determine of the useful lives of Council’s waste centres.	To be completed by 30 June 2018.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Not Achieved – Council is implementing a transfer stations and have engaged Public Works Authority to assist with project management.
Ensure compliance with DECCW licence for Crookwell waste centre (landfill).	No non-compliance incidents.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – DECCW annual return for Crookwell landfill completed on time and submitted. There have been asbestos disposal incidents at the landfill requiring management during the year.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 – weekly maintenance and cleaning.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 – pending until the land register and crown land identification process is finalised. A register is being developed.
Gunning cemetery expansion of existing site to cater for future requirements.	Negotiate land acquisition with surrounding land owner.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved - negotiations are underway to purchase additional land for the expansion of Gunning Cemetery.
Columbarium construction program for all Council controlled cemeteries.	Annually complete a new columbarium.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – construction of a columbarium completed at Gunning cemetery and a columbarium completed at Dalton cemetery.
Undertake 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.	Achieved – maintenance activities completed in accordance with annual program and budget allocation.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:
PRINCIPAL ACTIVITY - ENGINEERING, PURCHASING AND WORKS SUPERVISION**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Implementation and review of Asset Management Plan. Special Schedule 7 audit compliance. Annual asset inspection and condition reporting program.	Assets reporting in accordance with Office of Local Government (OLG) requirements.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – OLG yet to mandate audit requirements. Changes were made to Financial Statements requirements which now exclude previously reported asset condition - Special Schedule 7. Asset data capture equipment was purchased in 2018/2019 and a ten year asset management program will be developed in 2020.
Six monthly Stores Stocktakes with a proportion and value of Stores stock control bin errors being minimised.	Less than \$500 stock write down from a stocktake.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – stores re-organisation ongoing. Stores stocktakes were conducted in December 2018 and June 2019.
Implementation of Risk Management Action Plan (RMAP) to meet 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.	Achieved – 2018/2019 Continuous Improvement Pathway programme benchmarking completed on 4 services; Roads, Playgrounds, Swimming Pools and Bitumen and Asphalt Resurfacing.
Implement Risk Management Assessment Plan and Risk Management Policy.	Review and update.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved - Infrastructure Department to develop risk framework to control infrastructure liability risks. Risk Management Policy was not reviewed.
Review Council Underground Petroleum Storage (UPS) systems; including diesel and petrol bowsers.	No environmental impact.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - UPS tank outside Crookwell office was removed in first quarter 2018/2019.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - 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 approved by Council.
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 were completed in accordance with Plant Replacement Schedule in the 2018/2019 Operational Plan.
Maintain a plant replacement cash reserve and 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 in 2018/2019.
Management of Council employee motor vehicle leaseback program.	Review annually.	4.1 - Improve local road and regional road transport networks.	Achieved – leaseback program and lease fees are reviewed annually and was completed in July 2018.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:
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 – DWM makes a disposal cost contribution to landfill generally in accordance with volume of waste disposed. DWM made a \$677K contribution to Crookwell landfill upgrade work that is in progress.
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 – Assisted with the implementation of return and earn and this has reduced waste going into the landfill.
Implementation of a new kerbside pickup of organic green waste collection service (during Spring, Summer and Autumn).	Provision of new service in 2018/2019.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – Service commenced in September 2018 and currently bins are being picked once a fortnight in accordance with the approved “service levels”. The service take up will be reviewed at the end of the 2019 calendar year.
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 – Council’s waste and recycle collection fleet consisting of three side loading compactor trucks being replaced on a staggered rotation. Council is intending to keep the fleet longer to pay for the increased size of the fleet from two trucks to 3 trucks. A tender for the purchase of a new compactor truck was approved by Council.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:
PRINCIPAL ACTIVITY - WATER SUPPLY SERVICES**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Carry out weekly water quality standard testing.	Complying water quality test samples.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – daily water quality testing undertaken for the Crookwell, Taralga, Gunning and Dalton systems.
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 sewerage facilities to towns.	Achieved – user pay water charges implemented.
Integrated Water Cycle Management (IWCM) Strategy for the town water supplies.	Complete IWCM strategy by December 2018.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – funding application lodged however yet to be approved. Review of the Integrated Water Cycle Management (IWCM) Strategy to be completed within 2019/2020 subject to the approval of funds.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Section 64 Development Contributions Plan Register updated and audited in 2018/2019.
Surplus Water Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – water supply fund in 2018/2019 had an operating deficit. The previous 3 financial years there was an operating surplus result.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:
PRINCIPAL ACTIVITY - SEWERAGE 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 sewerage facilities to towns.	Achieved – problem sewer main areas in Crookwell and Gunning have been relined as part of the CEEP program.
Implement Trade Waste Charges.	Consider charges in 2018/2019.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved –charges are included in the fees and charges. The policy is to be implemented during 2019/2020.
Surplus Sewerage Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – operating result surplus in 2018/2019 provides for future infrastructure replacement needs. The past 6 financial years has been an operating surplus result.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Section 64 Development Contributions Plan Register updated and audited in 2018/2019.
Sewerage Treatment Plants comply with EPA conditions.	Satisfactory report from NSW EPA.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – EPA Annual Return completed on time. NSW Office of Water regional inspector provided satisfactory report for Crookwell, Gunning and Taralga Sewerage Treatment Plants.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR – 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 elections.	5.4 – Leadership and commitment to integrated planning and reporting.	Achieved.
Council Policy development and review.	Continual policy review and upgrade each year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – KPI achieved with continual policy development and reviews undertaken.
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 – Provision of iPads to Councillors, agenda distribution within required timeframes.
Complaint handling and service delivery.	Complete service requests within 15 business days.	5.4 – Leadership and commitment to integrated planning and reporting.	Being achieved – endeavouring to achieve target of 15 days.
Complete Council Annual Report.	Completed and sent to OLG by 30 November every year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved - forwarded to Office of Local Government in November 2019.
Implement the Office of Local Government (OLG) “Fit for the Future” Council Improvement Proposal and Action Plan.	4 year Action Plan incorporated in Delivery Program.	5.1 - Participate in resource sharing initiatives.	Achieved – actions were reported to Council as part of Delivery Program review report in December 2018 and July 2019.
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 placed before Council as requested by the Office of Local Government.
Upper Lachlan Shire Council to remain sustainable in the long term.	Meet all seven Fit for the Future benchmarks.	5.4 – Leadership and commitment to integrated planning and reporting.	Achieved - 2018/2019 all 7 financial benchmarks by OLG were achieved.

3. STATE OF THE ENVIRONMENT REPORT

1. Introduction

Under section 428A (1) of the Local Government Act 1993 (the LG Act), in the year of an ordinary election of councillors, Council’s annual report must include a report as to the state of the environment in the Shire in relation to such environmental issues as may be relevant to the environmental objectives established by Council’s community strategic plan. As required by section 428A (2) of the LG Act, this state of the environment report has been prepared in accordance with the integrated planning and reporting guidelines established by the Director-General of the Office of Local Government under section 406.

2. Shire profile

2.1 Location

Upper Lachlan Shire is located in the Southern Tablelands of New South Wales. The centre of population is Crookwell, located one hour and fifteen minutes from Canberra, two and a half hours from Sydney, one and a half hours from Bathurst and thirty minutes from Goulburn. The area is known for its fine wool and potato

production, history and picturesque countryside.

Upper Lachlan Shire Council’s tourism slogan is “The Shire of Villages”. There are three towns and ten villages within the shire boundaries. These include Crookwell, Gunning, Taralga, Laggan, Dalton, Bigga, Binda, Tuena, Collector, Grabben Gullen, Big Hill, Jerrawa and Breadalbane.

Despite its proximity to major centres, Upper Lachlan Shire has a strong rural character. Agricultural endeavour is historically and currently a feature of the Shire’s economic and social fabric.

2.2 Area and Population

Upper Lachlan Shire has an area of 7,242 square kilometres. According to the Australian Bureau of Statistics (ABS) Census data of 2016, the Shire’s population is at that time was 7,702 (3,917 male and 3,785 female), with a median age of 48 years. Figure 1 illustrates the proportions of age groups in the Shire.

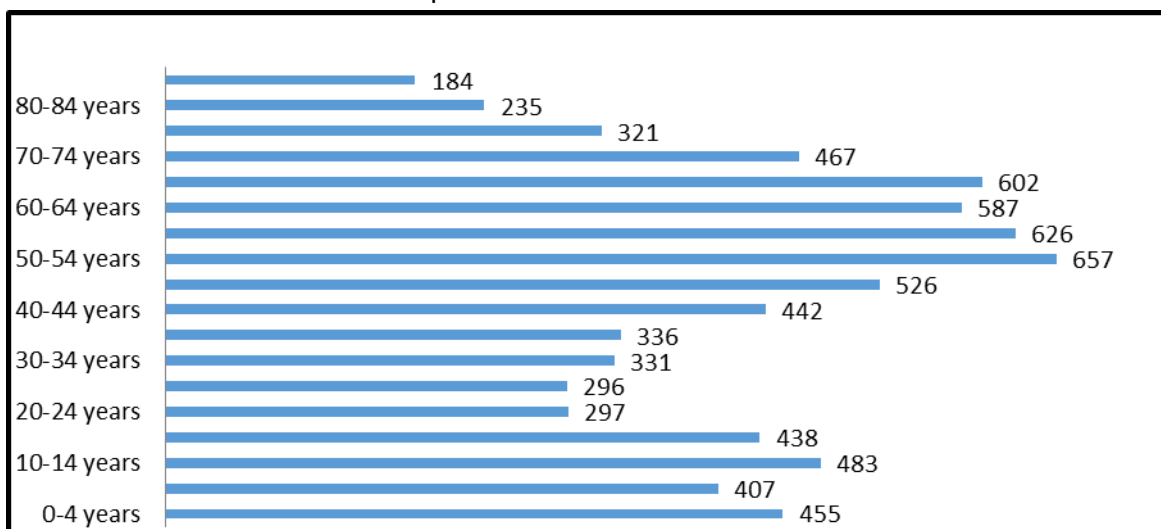


Figure 1: Upper Lachlan Shire population’s age distribution, ABS Census 2016.

3. Community Strategic Plan Environmental Objectives:

Council’s Community Strategic Plan specifies two environmental objectives:

- To protect and enhance the environment, and
- Implement environmental and planning regulations and controls to maximise health and safety.

4. Environmental indicators

As required by section 428 (3) of the LG Act, this state of the environment report establishes relevant environmental indicators for the environmental objectives specified by Council’s Community Strategic Plan, reports on and updates trends in each such environmental indicator, and identifies any events and activities that have had a major impact on environmental objectives. The state of the environment report establishes seven environmental indicators:

- Land use
- Air
- Water
- Biodiversity

- Waste
- Noise
- Heritage.

4.1 Land use

The Shire predominantly consists of rural land, punctuated by scattered small towns and villages. Whilst agriculture is historically and currently the main land use in the Shire, Council has no detailed data on the proportion of rural land actively used for commercial agricultural production.

Council’s development application records indicate that the Shire has attracted considerable residential development in recent years. As illustrated by Figure 2, from 1 July 2012 to 30 June 2017, most applications for consent to use land proposed residential and ancillary development (e.g. dwelling houses, carports, pergolas and the like) in both rural and urban/village localities.

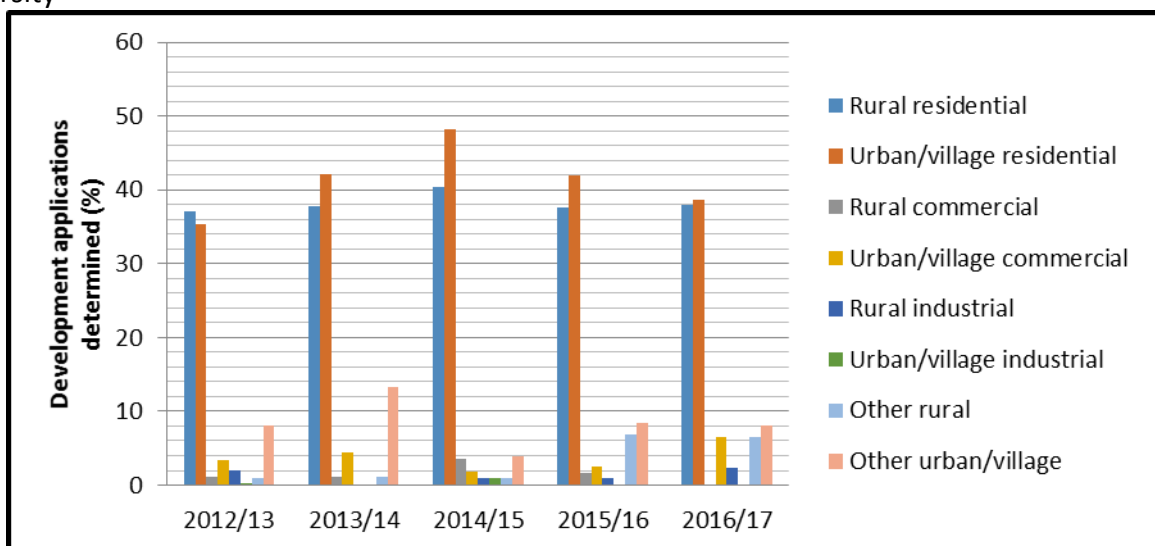


Figure 2: Percentages of land uses proposed by development applications determined from 1 July 2009 to 30 June 2017 (Note: Development applications proposing subdivision of land are not shown).

The proportion of determined commercial and industrial development applications has been consistently small, although 2016/17 saw the highest proportion of urban/village commercial development applications made since 1 July 2012.

Council's main statutory means of regulating development is Upper Lachlan Local Environmental Plan 2010 (the LEP), underpinned by Upper Lachlan Development Control Plan 2010 (the DCP). The LEP's particular aims are:

- (a) To provide planning controls for Upper Lachlan and to update and consolidate into one instrument the various planning controls that [previously applied] to Upper Lachlan,
- (b) To encourage the sustainable management, development and conservation of natural resources,
- (c) to promote the use of rural resources for agriculture and primary production including fishing, forestry, mining and related processing, service and value adding industries,
- (d) To protect and conserve the environmental and cultural heritage of Upper Lachlan,
- (e) to encourage new residents to Upper Lachlan by providing a range of housing opportunities in the main towns and villages,
- (f) to allow development only if it occurs in a manner that minimises risks due to environmental hazards, and minimises risks to important elements of the physical environment, including water quality,
- (g) To promote and coordinate the orderly and economic use and development of land in Upper Lachlan,
- (h) To protect and enhance watercourses, riparian habitats, wetlands and water quality within Upper Lachlan's drinking water catchments so as to enable the achievement of the water quality objectives.

The LEP is available online at www.legislation.nsw.gov.au → Browse → Browse In Force → EPIs → U → Upper Lachlan Local Environmental Plan 2010.

The DCP can be downloaded at www.upperlachlan.nsw.gov.au → Planning → Strategies, Plans & Policies → Upper Lachlan Development Control Plan 2010.

4.2 Air

Air emissions within the Shire include particulates (e.g. dust) and airborne chemicals arising from agricultural activities, domestic and commercial solvents and aerosols, and smoke from domestic solid fuel heaters. There are no facilities in the Shire that reported air emissions data to the National Pollutant Inventory (NPI) during the reporting period.

Overall air quality in the Shire is not considered to have changed significantly in the reporting period from 1 July 2012. Urban/village localities may see seasonal air quality impacts due largely to concentration of vehicle emissions and particularly solid fuel heater usage. The Shire's cold winter climate necessitates effective domestic heating, and wood combustion heating is popular in the Shire, perhaps due to increasing costs and limited choice of alternative domestic heating methods.

4.3 Water

Microbial and chemical quality of water supplies in the Shire continue to consistently meet the requirements of the Australian Drinking Water Guidelines.

4.3.1 Crookwell

Crookwell's drinking water is sourced from the Crookwell Dam. In 2018, Council commissioned a new Dissolved Air Flotation and Filtration (DAFF) water treatment plant. The treatment process is best practice and includes both UV light and chlorine disinfection systems. The old Water Treatment Plant has been decommissioned.

Samples have been continuously taken and assessed for E. coli since 1 July 2012. None returned a positive sample for organisms. Chemical samples were also taken during the reporting period and assessed for 31 different inorganic compounds. All samples returned results within Drinking Water Guidelines. **Dalton**

Dalton’s drinking water is sourced from the new Gunning water filtration plant and pumped to Dalton via an 11km pipeline. Samples have been taken from both systems with all test results complying with the Drinking Water Guidelines.

4.3.2 Taralga

Taralga’s drinking water is sourced from Woolshed Creek. The supply is currently processed using a new water filtration plant that was constructed in 2013. The treatment process includes membrane filtration and chlorine disinfection.

Samples were regularly taken and assessed for E. coli over the reporting period from 1 July 2012. None returned a positive reading for organisms. Chemical samples were also taken during the reporting period and assessed for 31 different inorganic compounds. All samples returned results within Drinking Water Guidelines.

4.3.3 Gunning

Gunning’s drinking water is sourced from the Lachlan River. The supply is processed using the new DAFF plant that uses both UV light and chlorine to disinfect the water. The plant became operational in 2014.

Samples were regularly taken and assessed for E. coli over the reporting period from 1 July 2009. None returned a positive sample for organisms. Chemical samples were also taken during the reporting period and assessed for 31 different inorganic compounds. All parameters are now within the Australian Drinking Water Guidelines.

4.4 Biodiversity

The Shire has a moderately rich biodiversity. It includes 53 different vegetation types, 36 of which are of conservation significance, with at least 788 native and introduced plant species. Fauna species in the Shire include 163 bird species, 21 fish species, 61 mammal, 53 reptile and 16 amphibian species.

The Shire contains occurrences of four endangered ecological communities, and populations of six plant and thirty three animal species that are vulnerable or endangered nationally or in NSW.

It is impracticable to accurately assess changes to the extent and condition of native vegetation across the Shire. However, Council’s Biodiversity Planning Framework (BPF), developed in the formulation of Upper Lachlan Local Environmental Plan 2010 (the LEP), facilitates improved management and protection of biodiversity and therefore ecological communities. The BPF was prepared to provide guidance for protecting and enhancing the Shire’s biodiversity values while accommodating sustainable development, and thus facilitates management by Council officers of biodiversity values, including in the development assessment process.

The BPF ranks biodiversity values using standardised criteria and based on best available environmental data and advice. It identifies the best natural resource information available, including the distribution of remnant native vegetation, important wetlands and rivers, wildlife corridors, habitat for threatened plants and animals and endangered vegetation communities. It also outlines further data and research needed to improve the information base and enhance management.

Biodiversity values are considered within the context of the Shire’s traditional and

emerging rural land-use setting. Processes that threaten values are identified and addressed through recommendation of strategic measures for protection, recovery and enhancement of biodiversity values. A set of Council management actions has been prioritised, including staff training, education and community partnership actions.

To meet its aims, the BPF seeks to achieve gains in the extent/quality of native vegetation, increased security for regionally significant vegetation communities and fauna habitats (through a reserve system, planning, and community supported programs), recognition, support and enhancement of a comprehensive network of biodiversity corridors, and protection of riparian vegetation and waterways.

The LEP includes provisions that apply to proposals for development on land identified as “sensitive land” on the “Natural Resources Sensitivity—Biodiversity Map”. The overarching aim of those provisions is to maintain terrestrial and aquatic biodiversity including:

- (a) Protecting native fauna and flora, and
- (b) Protecting the ecological processes necessary for their continued existence, and
- (c) Encouraging the recovery of native fauna and flora, and their habitats.

4.5 Waste

From 1 July 2015 to 30 June 2017, Council dealt with 4,497 tonnes of waste, 1,237 tonnes of which was recyclable, including kerbside comingled recyclables, scrap metal, mattresses, engine and hydraulic oils, batteries and chemical containers (Drummuster initiative). No detailed data of the total amounts of various waste types disposed to landfill are available.

Noise

The relatively few noise complaints received by Council in the reporting period since 1 July 2012 related to matters including:

- Barking dogs
- Roosters
- Pet birds
- Motor vehicles (e.g. recreational motorcycles)
- Construction noise
- Agricultural plant such as bird scare guns
- Wind farms.

Council holds no records of noise complaints made to NSW Police. Council officers generally respond to and address noise complaints on a case by case basis having regard to relevant legislation, which may include the Companion Animals Act 1998 and the Protection of the Environment Operations Act 1997.

4.6 Heritage

Council adopted the *Community Heritage Study 2007 – 2008*, coordinated by heritage consultant Dr Jennifer Lambert Tracey, on 18 February 2010. In the carrying out of the Study, Council and members of the Upper Lachlan community recognised the heritage significance of many items and places throughout the Shire. The Study aimed to comprehensively identify those items and places of heritage significance, with the purpose of enhancing their historical perspective and thereby enabling a more vibrant integration of local history and heritage within a cultural landscape context.

The Study’s focus was community based, requiring extensive community consultation, discussion and contribution. This included former residents who retained an ongoing attachment to the Shire’s history and heritage.

The Study facilitated inclusion of heritage provisions and the listing of identified local and State significant heritage items in Upper

Lachlan Local Environmental Plan 2010 (the LEP), providing a statutory tool to:

- (a) Conserve the environmental heritage of the Shire,
- (b) Conserve the heritage significance of heritage items and heritage conservation areas, including associated fabric, settings and views,
- (c) Conserve archaeological sites, and
- (d) Conserve Aboriginal objects and Aboriginal places of heritage significance.

In addition, Council's Local Heritage Fund Grant Program provides support to property owners to undertake work to conserve local heritage items. It is part funded by the Heritage Branch of the NSW Office of Environment and Heritage. Beneficiaries of grant funding are required to complete their funded projects within a given timeframe. The Program generally attracts positive interest from property owners seeking to maintain and improve items and places of heritage significance.

5. Evaluation and Planning for the Future

Upper Lachlan Local Environmental Plan 2010 (the LEP) and Upper Lachlan Development Control Plan 2010 (the DCP) provide Council with a robust platform to facilitate Council's Vision for the Shire's future: "To be a diverse local government area that provides various lifestyle, business enterprise, leisure and recreation alternatives, whilst ensuring environmental

sustainability, preservation of our history and a sense of belonging in our community".

To achieve its Vision, Council aspirations are:

- A built environment enhancing the lifestyle of a diverse community;
- Community liaison to preserve and enhance community facilities;
- A healthy natural environment;
- A prosperous economy with the balanced use of our land;
- People attaining health and wellbeing;
- Resilient and adaptable communities;
- Responsible and efficient use of resources; and
- Transparent and accountable governance.

6. Limitations

Opinions and recommendations contained in this report are based upon data provided by employees and/or representatives of Upper Lachlan Shire Council, and information gained from contacts with relevant government authorities and other organisations.

This report addresses the current State of the Environment in Upper Lachlan Shire Council as at 30 June 2017, based on relevant in-house information available at that time.

This State of the Environment Report has been prepared for the purpose described solely in the Local Government Act 1993 and no responsibility is accepted for use of any part of this report in any other context or for any other purpose.



The Crookwell Water Treatment Plant commissioned in 2018



Member for Goulburn, Wendy Tuckerman MP with Oberon Shire Council Mayor and Upper Lachlan Shire Council Mayor and senior staff at the Oberon Road, Abercrombie River Bridge worksite

4. 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 **98** kilometres of urban roads are mostly in "Good Condition" with some of the bitumen pavement wearing surfaces nearing the end of their useful lives and these streets are prioritised for resealing or rehabilitation in programs 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 **490** kilometres of sealed local roads are in "Good to Average Condition" however eight percent of these roads are deteriorating in condition and will need rehabilitation over the next five years.

c) Local Roads - Unsealed

A program of continuous gravel resheeting upgrades is incorporated in Council's annual capital works program and regular gravel maintenance works are carried out throughout the year. The **1,146** kilometres of unsealed local roads varies in condition from road to road. There are an estimated fourteen percent of unsealed local roads which require further improvement to bring to a satisfactory condition.

The 2018/2019 Council own source funded roads maintenance, asset renewals, bitumen reseals and grading expenditure on local roads totalled **\$2,604,188**.

In addition to this **\$1,906,624** was expended on local roads from the Financial Assistance Grants roads component allocation. The Federal Government, Roads to Recovery funding of **\$1,018,050** was utilised to gravel resheet 27 unsealed local roads and pavement construction on Grabine Road.

d) Bridges on Local Roads

Council is responsible for the maintenance of concrete and timber bridge assets on local roads. There are a total of 66 concrete bridges / culverts and 14 timber bridges that are greater than six metres on road length on Local Roads.

The timber bridges and a number of concrete bridges were inspected and condition rated through a CENTROC awarded contract to consultants Pitt and Sherry.

Council has allocated funding to implement bridge bypasses and fund bridge replacements as a consequence of the Pitt and Sherry report recommending implementation of temporary weight load restrictions on 12 timber bridges. 3 concrete bridges were assessed and are now deemed fit for no weight load restrictions with modified traffic conditions to be applied.

Council has endorsed a strategy to replace all timber bridges in a three year timeframe commencing in 2019/2020. Council has secured grant funding for a number of local road bridges; including Woodville Road bridge and Kangaloolah Road bridge. Council has allocated cash reserves to fund the Harley Road Crookwell bridge and will utilise borrowings to assist with external funding to deliver the bridge replacement program.

e) Regional Roads – Sealed and Unsealed

Council has **213** kilometres of sealed Regional Roads and **38** kilometres of unsealed Regional Roads that are subject to a regular maintenance and resealing program. Regional Roads include MR241 (Rye Park Rd), MR248E (Laggan and Taralga Rd), MR248W (Boorowa Rd), MR52 (Grabben Gullen and Gundaroo Rd), MR256 (Goulburn - Oberon Rd), MR258 (Wombeyan Caves Rd). Council utilises Roads and Maritime Services (RMS) Block Grant and regional road REPAIR program funding as well as Council's own source funds to maintain and upgrade regional roads.

In 2018/2019 total asset renewal and maintenance expenditure on all Regional Roads and bridges in the Shire, for both sealed and unsealed sections, totalled **\$4,201,975**.

The above total expenditure highlights were major Regional Road projects which included the following:-

- Reconstruction road works on Regional Road MR248E (Laggan Road, Crookwell). Expenditure from the RMS Repair Program and Council funds, totalled **\$635,458**.
- Replacement of the timber bridge at Abercrombie River, Oberon to Taralga Road MR256 (Tablelands Way). Expenditure from the RMS and Council funds, totalled **\$668,816**, total project cost is **\$1.525 million**.
- Road improvements for the Black Spot program on Wombeyan Caves Road MR258. Expenditure from the RMS totalled **\$227,808**.
- Bitumen resealing program expenditure from RMS totalled **\$488,888**.

f) Bridges on Regional Roads

Council is responsible for the maintenance and improvements on concrete and timber bridge assets on Regional Roads. The majority of bridges were considered to be of a satisfactory condition.

There are a total of **32** concrete bridges / culverts that are greater than six metres on road length on Regional Roads. There also remains **1** timber bridge at the Kiamma Creek Bridge on MR248E and Council has grant funding from the NSW Government and Federal Government to complete this project.

The Abercrombie Bridge has had \$1.525 million funds allocated from the NSW Government Fixing Country Roads Program and the Federal Government Bridges to Renewal Program and Council funding to replace the timber bridge. The new bridge is completed and open.

The Kiamma Creek Bridge has \$1.062 million funds allocated from the NSW Government Fixing Country Roads Program, Federal Government Bridges Renewal Program and Council funding to complete the timber bridge replacement in 2019/2020.



Kiamma Creek Bridge

DRAINAGE

Urban and rural drainage works are considered to be in a reasonable condition with a condition rating majority in 1-3. Drainage maintenance is carried out on an ongoing basis as the need arises.

INFRASTRUCTURE ASSETS

The written down value, at fair valuation, for Council’s physical infrastructure assets as at 30 June 2019, are as follows:-

	\$ '000
◆ Roads – Sealed and Unsealed:	\$ 76,207
◆ Roads – Non Depreciable	
Bulk Earthworks:	\$215,610
◆ Bridges:	\$ 24,795
◆ Footpaths:	\$ 1,635
◆ Buildings:	\$ 26,399
◆ Tip Assets	\$ 2,801
◆ Quarry Assets	\$ 321
◆ Other Structures:	\$ 1,004
◆ Stormwater Drainage:	\$ 1,690
◆ Water Supply Network:	\$ 24,591
◆ Sewerage Network:	\$ 14,251
◆ Other Asset classes:	<u>\$ 23,186</u>
TOTAL:	<u>\$412,490</u>

The water supply and sewerage network assets were re-valued at “fair value” as at 30 June 2017. The buildings and other structures asset classes were valued at “fair value” as at 30 June 2018. The infrastructure asset classes of roads, bridges, footpaths and stormwater listed above were valued at “fair value” as at 30 June 2015.

Council works supervisors inspect all local and regional roads on a regular basis in accordance with road classification in the Council adopted road hierarchy. Councillors and senior staff conduct an annual inspection of roads and facilities to ensure that the correct priorities are established for the maintenance of Council’s asset base.

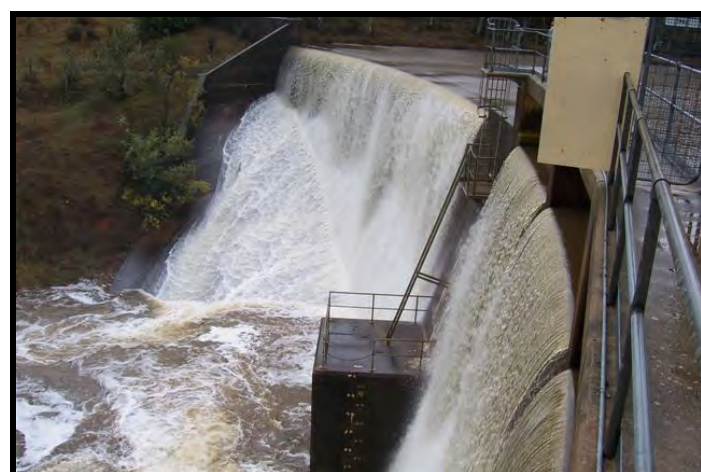
CONDITION OF WATER SUPPLIES

Crookwell Water Supply

The Crookwell water supply system was first commissioned in 1937. The water treatment plant has progressively been augmented, the last major upgrade being in 1990.

Council was successful in securing \$6.1 million in funding to assist with the construction of a new Water Treatment Plant in Crookwell. The new plant will utilise the Dissolved Air Filtration and Flotation process, providing Crookwell with superior water quality, both efficiently and reliably. The new water treatment plant will provide capacity for significant growth in Crookwell. The treatment plant was operational and officially opened in 2018.

The majority of water mains in Crookwell are asbestos cement and are currently being replaced with PVC pipe as part of a 10-year replacement program. This program has been running for a number of years now. Studies have been completed to determine Crookwell Dam’s flood and earthquake handling capacity. The Dam remains a robust and quality asset.



Crookwell Dam

Dalton Water Supply

The Dalton Water Supply underwent a major upgrade during 2013-2014. Council undertook the construction of a 10.8km pipeline linking Dalton to the new Gunning water supply system. As a result Dalton now enjoys superior water quality and reliability in supply.

Gunning Water Supply

The Gunning Water Supply underwent a \$10.8 million major upgrade during 2013-2014. The project is now complete and has been operating well. The upgraded system is considered comprehensive and first class, providing secure and quality drinking water for the Gunning community well into the future. The project included the construction of a water supply reservoir and water supply treatment plant in Gunning.



Gunning Water Filtration Plant was completed in 2014

Taralga Water Supply

The water supply of Taralga underwent a major upgrade during 2013-2014. The new equipment is working well. The new water supply treatment plant provides Taralga with a high quality drinking water supply, consistently meeting the requirements of the Australian Drinking Water Guidelines 2011.

Village Bores

Groundwater production bores and public access standpipes continue to be maintained in Crookwell, Bigga, Binda, Tuena, Jerrawa, Gunning, Breadalbane and Narrawa. These bores support the local communities with water during dry periods.

CONDITION OF SEWERAGE NETWORK

Gunning Sewerage

The Gunning sewerage treatment plant consists of an intermittently decanted extended aeration (IDEA) pasveer channel. The system is operating well and currently complies with EPA licence requirements. The sewerage system of Gunning is considered satisfactory to meet the immediate needs of the Gunning community, with a current capacity to service 1000 people. Construction of an extension of sewer in Grosvenor Street was completed in June 2017.

Crookwell Sewerage

Crookwell’s sewerage transportation system was originally commissioned in 1961. Upgrading and augmentation of the sewerage treatment plant occurred in 1993 with the addition of an intermittently decanted extended aeration (IDEA) tank. This augmentation work increased the capacity of the STP to an equivalent population of 4,200. The augmentation provided ability for increased nutrient removal and compliance with EPA licence conditions. At the same time the trunk sewer main and major pump well were also upgraded to provide for peak flow conditions. Infiltration of stormwater is a shortcoming of the system; however, the sewerage treatment plant is functioning satisfactorily and generally complies with EPA licence conditions. Several kilometres of the worst of the leaking mains were lined with a special PVC material during the reporting period. Council continues to invest in a sewer main relining program.

Taralga Sewerage

A sewerage reticulation service, together with a new Intermittently Decanted Extended Aeration (IDEA) sewerage treatment plant was commissioned in Taralga in 2010. All septic tanks have now been decommissioned with the entire town now connected to a first class sewerage system.



Aerial view of Taralga Sewerage Treatment Plant

5. LEGAL PROCEEDINGS DETAILS

Section 428 (2) (e)

In 2018/2019 Council incurred legal expenses in the sum of \$32,979. These expenses were incurred in the following areas:-

- ❖ Rates Recovery: \$ 19,929
- ❖ Planning and Development: \$ 1,820
- ❖ Administration, Engineering and Rural Fire Services: \$ 11,230

Court proceedings were required for certain accounts, which remained outstanding after statutory payment deadlines were exceeded. Rates recovery legal costs were incurred in the recovery of unpaid debts to Council and are charged to the outstanding account holder and Council does not incur any further costs.

Council has utilised the services of two legal firms: - Pikes and Verekers Lawyers and Robert J McCarthy and Co Solicitors.

Pikes and Verekers Lawyers is engaged by Council to provide legal opinion relating to various aspects of Council’s operations, including rates issues, wind farm issues, advice on contracts, interpretations of legislation and planning and development matters.

Robert J McCarthy and Co Solicitors is engaged to act for Council in preparation of contracts, leases, for conveyance purposes and land acquisitions.

Upper Lachlan Shire Council was part of the Canberra Region Joint Organisation (CRJO) regional panel tender for legal services in 2017. Council resolved to adopt 5 legal firms as the Upper Lachlan Shire Council legal services panel. This panel is to be utilised by Council at its discretion for the provision of legal services. The legal services panel commenced in August 2017.

6. 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 2005

Upper Lachlan Shire Council provided an annual Mayoral Fee of \$25,880 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 \$11,860. 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 2018/2019 was **\$191,711** and the expenditure included the following:-

❖ Mayoral Fees:	\$25,880
❖ Councillors Fees and Allowances:	\$106,140
❖ Councillors/Delegates Expenses:	\$59,691

(Please note the delegates’ expenses incorporates the below mentioned Councillor training, travelling, telephone and conference expenses).

- ❖ Provision of office equipment allocated to Councillors; the Mayor is allocated an iPhone and all associated costs with this device are paid by Council. There is an annual data plan total expense of \$411 for the Mayor. All Councillors are supplied with an iPad the annual data plan expense is \$3,384 for all 9 Councillors.
- ❖ Telephone calls made by Councillors; all nine Councillors have an annual telecommunication allowance of \$984 in accordance of with Council’s Payment of Expenses and Provision of Facilities Policy.

Therefore, telecommunications expense totals \$8,856.

- ❖ Attendance at conferences and seminars by Councillors; the Mayor and General Manager attended the Local Government NSW (LGNSW) Conference. The conference registration and accommodation expense totalled \$2,078.
- ❖ The Mayor attended Country Mayors Association Meetings, Canberra Region Joint Organisation (CRJO) Meetings at Parliament House in Sydney and in Canberra with costs totalling \$3,000.
- ❖ Liverpool City Council hosted Australian Women in Local Government conference, attended by Clr Kensit with costs of \$982.
- ❖ Training and skill development of Councillors included the following:-
 - LGNSW Mayors Weekend Seminar attended by Clr Stafford and Clr Searl, at a cost of \$2,400.
 - LGNSW training for Chairing and Effective Meeting Procedures, attended by Clr Stafford and Clr Searl at a cost of \$1,400.
 - LGNSW Model Code of Conduct training, attended by Clr McCormack, Clr O’Brien, Clr Opie, Clr Culhane, Clr Searl, Clr Cummins and senior staff, cost of \$3,600. (Note: All other Councillors attended training in September 2019).
- ❖ No Councillors have undertaken interstate and / or overseas visits as representatives of Council.
- ❖ No expenses were paid by Upper Lachlan Shire Council in the provision of child care and / or care of an immediate family member of a Councillor.

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

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.

POLICY SUMMARY:

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

It ensures accountability and transparency, and seeks to align 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 has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (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.

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 - \$0.68 per/km Vehicles over 2.5 litres - \$0.78 per/km As calculated on a per kilometre basis by the rate set by the Local Government (State) Award.	Per year
Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually	Per day
Sustenance (Meals) associated	\$110	
Sustenance within Shire	\$100	Per day
Professional development	\$2040 per councillor	Per year
Conferences and seminars	\$102 per councillor	Per day
ICT expenses	\$82 per councillor	Per month
ICT expenses	\$82	Per month

Expense or facility	Maximum amount	Frequency
Mayor		
Access to facilities in the Council Chambers	Provided to all councillors	Not relevant
Council vehicle and fuel card	Provided to the mayor	Not relevant
Reserved parking space at Council offices	Provided to the mayor	Not relevant
Furnished office (when available)	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 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 meeting every twelve months and published in full on council's website. These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.

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 staff are 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 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 tolls

- by Cabcharge 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. An amount will be 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 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.
- 6.20 The daily limits for accommodation and meal expenses outside 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.
- Refreshments for council related meetings**
- 6.22 Appropriate refreshments will be available for council meetings, council committee meetings, councillor briefings, 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 council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of
- Employment) Reviewed Award 2009, as adjusted annually.
- Professional development**
- 6.24 Council will set aside \$2040.00 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 a total amount of \$1020 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 or reimburse councillors for expenses associated with appropriate ICT devices and services up to a limit of \$984 per annum for each councillor. This may include mobile phones and tablets, mobile phone and tablet services and data, 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 applications on their mobile electronic communication device that are directly related to their duties as a councillor, within the maximum limit.

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, 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.

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 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
 - Personal protective equipment for use during site visits
 - Use of a Council Lap Top 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 in the general manager's office 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 each year:
- letterhead, to be used only for correspondence associated with civic duties
 - business cards

Administrative support

- 9.5 Council will provide administrative support to councillors to assist them with their civic duties only. Administrative support may be provided by a member of council's administrative staff as arranged by 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 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 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 vehicle for use on official business, professional development and attendance at the mayor's office.
 - 10.5. 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.
 - 10.6. In performing his or her civic duties, the mayor will be provided with administrative and secretarial support, as determined by the general manager.
 - 10.7. As per Section 4, staff provided to the mayor's office are expected to work on official 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
 - ICT expenditure.

- 11.4. Final approval for payments made under this policy will be granted by the general manager or their delegate.

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 Manager of Finance and Administration.

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 is \$102 per day of the conference, seminar or professional development.
- 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 or reimburse the councillor through accounts payable.
- 11.12. If a claim is refused, council 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 invoice the councillor for the expense
 - the councillor will reimburse council for that expense within 14 days of the invoice date.
- 11.14. If the councillor cannot reimburse council within 14 days of the 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 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 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 meeting every twelve months and published in full on council's website. These reports will include expenditure summarised by individual councillor and 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 at least 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 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

Related Council policies:

- A New Tax System (Goods and Services Tax) Act 1999;
- Access to Information Policy;
- Bribes, Gifts and Benefits Policy;
- Code of Business Practice;
- Code of Conduct for Councillors, staff and delegates of Council;
- Code of Meeting Practice;
- Complaints Management Policy;
- Corporate Credit Card Policy;
- Crimes Act 1900;
- Delegations of Authority Procedure;
- Office of Local Government – Model for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors for Local Councils in NSW.
- Division of Local Government Circular No. 05-08: Legal Assistance for Councillors and Council Employees.
- Environmental Planning and Assessment (EPA) Act 1979;
- Fraud and Corruption Prevention Policy;

- Government Information (Public Access) Act 2009;
- Government Information (Public Access) Policy;
- Harassment Policy;
- ICAC publication “No Excuse for Misuse, preventing the misuse of council resources”;
- Independent Commission against Corruption Act (ICAC) 1988;
- Interaction between Councillors and Staff Policy;
- Internal Reporting – Protected Disclosures Policy;
- Internet and Email Policy;
- Local Government Act 1993;
- Local Government (General Regulation) 2005;
- Local Government (State) Award 2017;
- Mobile Phone Policy;
- NSW Ombudsman - Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006;
- NSW State Records Act 1998;
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- Public Interest Disclosures Policy;
- Purchasing and Acquisition of Goods Policy and Procedures;
- Salary Sacrificing Policy;
- Section 355 Committee Code of Meeting Practice;
- Section 355 Committee Policy;
- Staff Training Policy;
- Statement of Ethical Principals.

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: <ul style="list-style-type: none"> meetings of council and committees of the whole 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 2005 (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year

7. SENIOR STAFF

Part 9, Division 7, subdivision 1 and Clause 217 (1) (b) and (c) of the Local Government (General) Regulation 2005

In accordance with Section 332(2), of the Local Government Act 1993, there are four designated Senior Staff positions within Council. During the 2018/2019 financial year, the remuneration package applicable for Upper Lachlan Shire Council's General Manager was:-

General Manager: Mr John Bell

General Manager's Total Remuneration:

Gross Salary component of package: \$277,625
 Employer Superannuation Contribution: \$26,375
 Fringe Benefits Tax for non-cash benefit: \$7,356
 Salary Package Allowances (iPad and iPhone data plans, internet) \$2,855
 Professional Development \$1,695
Total Remuneration \$ 315,905

Acting General Manager (Fixed term part year):

Mr Gary Woodman

Acting General Manager's Total Remuneration:

Gross Salary component of package: \$44,590
 Employer Superannuation Contribution: \$ 4,236
 Fringe Benefits Tax for non-cash benefit: \$0
 Salary Package Allowances (iPad data plans, sustenance allowance and housing) \$3,505
 Professional Development \$0
Total Remuneration \$ 52,331

Acting General Manager (part year):

Mr Andrew Croke

Acting General Manager's Total Remuneration:

Gross Salary component of package: \$33,600
 Employer Superannuation Contribution: \$ 3,192
 Fringe Benefits Tax for non-cash benefit: \$526
 Salary Package Allowances (iPad data plans, sustenance allowance and housing) \$313
 Professional Development \$0
Total Remuneration \$ 37,631

Designated Senior Staff:

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

Director of Environment and Planning - Tina Dodson

Director of Finance and Administration - Andrew Croke (10 months part year)

Acting Director of Finance and Administration – Daniel Cooper (contract - 2 months part year)

Director of Infrastructure – Mursaleen Shah

Senior Staff Total Remuneration:

Gross Salary component of package: \$552,471
 Employer Superannuation Contribution: \$49,690
 Fringe Benefits Tax for non-cash benefit: \$12,940
 Salary Package Allowances (iPad data plan & telephone rental) \$6,384
Total Remuneration \$621,485

8. CONTRACTS

Section 428 (2) (h)

Payments for goods and services, under contractual arrangements during 2018/2019 of greater than \$250,000, are shown below and are in accordance with 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 for greater than \$250,000, 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.

Name of Contractor	Description of Goods and Services	Total Paid (GST Inclusive) (Tender unit rates to the value of)
Yass Earthmovers	Water truck and excavator hire, contract labour; road gravel resheeting civil works.	\$260,987
Top Water Carters Pty Ltd	Truck hire, plant hire and water carting hire.	\$264,242
Goulburn Country Motors	Purchase of Council fleet vehicles.	\$294,254
Interflow Pty Ltd	Sewer Rehabilitation.	\$311,820
Ashton LT & MA Pty Ltd (trading as Lloyds Tree Services)	Plant Hire for tree removal, tree trimming and mulching trees.	\$319,406
Cleanaway	Skip bins rubbish removal at transfer stations and waste transfer from Gunning landfill.	\$325,045
Geissler Motors	Purchase of Council fleet vehicles.	\$335,148
Komatsu	Purchase of heavy plant equipment, Spare parts and services.	\$336,739
Stabilfix Pty Ltd	Road repair services	\$343,415
Roadworx Surfacing Pty Ltd	Sprayed bitumen surfacing; heavy patching roadworks; supply cold mix and emulsion.	\$374,172
Southern Truck Centre	Purchase of Council fleet vehicles.	\$382,979
Euro Civil Pty Ltd	Supply and installation of road safety barriers, guardrails and supply of fencing materials.	\$445,216

Origin Energy	Supply of electricity various sites/locations.	\$449,077
Coopers Earthmoving and Haulage Pty Ltd	Road rehabilitation civil works and plant hire.	\$541,944
Crookwell Hay Contractors	Plant Hire.	\$784,863
Park Fuels Pty Ltd	Supply of Fuel and Diesel.	\$785,928
ARW Multigroup Construction Specialists	Building construction of Crookwell Memorial Oval building.	\$990,912
Denrith Pty Ltd (trading as Divalls Bulk Haulage and Earthmoving)	Win, crush and stockpile gravel; Road, Bridge rehabilitation civil works; truck and excavator plant hire; sand and soil supplies.	\$1,600,352
Downer EDI Works Pty Ltd	Sprayed bitumen surfacing; heavy patching roadworks; supply cold mix and emulsion.	\$1,796,935



Work on the MR52 Gunning Road Devil’s Elbow section road reconstruction

9. 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 94 developer 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 land owners 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 2018 to the 31 March 2019 (this may be varied subject to local conditions).

BRIGADE CALLOUTS – 2018/2019

Fire and Other Incidents

There were no fires reported in Environmentally Sensitive Areas within the Shire during the reporting period.

For the financial year 2018/2019, the RFS in the Upper Lachlan Shire local government area responded to:-

- Grass/forest/scrub fires/explosions 67
- Motor vehicle accident/car fire 25
- Hazardous Chemical 1
- Service Calls 10
- Good intent Calls 6
- Other 1

The above statistics represents a total of 110 incidents attended for the twelve month period to 30 June 2019

10. CULTURAL SERVICES

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

Section 428 (2) (j)

Programmes 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 2017-2020 Cultural Plan that underpins 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.
- Continues support to the Access Committee of Council.
- Youth Week Events.
- Community Technology Centre access to services in the villages of Bigga and Tuena.
- Continuation of the library service for the towns of Gunning and Crookwell.
- Countined partnership with Southern Tablelands Arts on program delivery.

10a) 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	Delivered
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 library services to Council was completed by the Council deadlines.
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 the NSW State Library in November 2018.

Develop policies and guidelines for user access and use of technology in the libraries	Become an operational eSmart Library by December 2019	1.3 Community services for young, aged, disabled, and people from diverse backgrounds	Not achieved – to be completed in 2019/2020.
Increase membership and number of library loans	Increase by 1% per annum	1.4.1 Community Services for young, aged, disabled, and people from diverse cultural backgrounds	Achieved - 223 new members joined the library
			Achieved - 35,076 physical items borrowed and renewed; 7,920 digital items borrowed and renewed through BorrowBox and RB Digital

OVERVIEW:

The Upper Lachlan Shire Library Service had a very busy twelve months, finishing the replacement of stock from the storm damage at the Crookwell Library, preparing for the implementation of the new Library Management System, and a range of new titles added to our physical and digital collections.

The 2018 - 2019 Community Survey found that 97% of residents surveyed were satisfied with the Shire’s library service.

Usage of the services and resources at both our libraries remained at high levels throughout the year. There was an increase in visitors to our libraries and the number of digital items borrowed and renewed through BorrowBox and RB Digital increased by 403.5%.

Upper Lachlan Shire Library Service had:

- 223 new members joined the library;
- 35,076 physical items borrowed and renewed;
- 7,920 ebooks, audiobooks and emagazines borrowed (from RB Digital and BorrowBox);
- 6,784 Internet sessions;
- 1,299 children attended storytime /giggle and wiggle;
- 256 children attended activities;
- 141 children from Crookwell Public School attended storytime and craft sessions in term 3 2018;
- 224 adults participated in knitting/scrabble sessions;

- 293 adults and children attended other events held by other groups in and outside the library;
- 216 adults participated in workshops/talks/tech savvy seniors classes;
- 62 adults attended author talks;
- 31 requested and 10 supplied Inter Library Loans; 2 bulk loans of Italian books from the NSW State Library;
- 40,713 visitors.

The Upper Lachlan Shire Library Service continued to operate under a Service Level Agreement with Goulburn Mulwaree Council. Under the agreement Goulburn Mulwaree provides cataloguing services and library members continue to have access to the shared collections.

Crookwell Library staff completed the cataloguing of the new books received from the library supplier ALS. All the damaged books have now been replaced and are available for loan.

Our libraries started Lego Clubs for children ages 5 years and up after school during the school term. Lego Club has proved to be very popular.

The preparation for the implementation of the new Library Management System (LMS) called Spydus kept library staff busy leading up to the go live date of July 2019. Library staff attended training; created the back end settings; built the new OPAC (library catalogue) for our members; undertook User Acceptance Testing (UAT); checked the migration of data; and

implemented and tested the new equipment required for the system. All collections across our libraries were weeded thoroughly before the migration of data to the new system.

EVENTS AND PROMOTION:

Our Library Service hosted a number of events and activities for adults, including:

- Workshops/talks – talking suicide prevention; what men can do to stop violence against women; bees and gardens; dementia; reducing loneliness and isolation; geology of Gunning/Dalton; avoiding scams; and rural crime and stock theft.
- Activities – Gunning knitting Circle; Crookwell Scrabble.
- Author visits – Kim Hodges, Pam Kensit and Helen Joy Buck.



Pam Kensit’s Book Talk

Upper Lachlan Shire Library Service partnered with Telstra and the State Library of NSW to facilitate “Tech Savvy Seniors” classes designed for the over 65 age group. The classes covered iPads; smartphones, Android tablets; sharing photos and other attachments online; email; social media; and online shopping. The classes were attended by 41

community members. Participants found that the courses were very useful and felt that they were empowered with their new skills and knowledge.

This year the Upper Lachlan Shire Library Service utilised a range of promotional activities through print media (e.g. Voice, Crookwell Gazette, and Lions Club of Gunning Noticeboard), digital media (library’s website), radio and social media (Library Facebook, Upper Lachlan Shire Facebook) including:

- Print media – multiple references
 - Library Facebook posts – 236 posts
- ABC Radio West interviewed the Library Manager about the new books replacing the storm damaged items at the Crookwell Library. The interview aired on the radio on the morning of Friday the 7th September as a news item.

Local Government (LG) Focus newspaper ran a story on the *Friends of the Crookwell Library Lend a Helping Hand*.

Both libraries promoted the Renew our Libraries campaign. The Renew our Libraries campaign by the NSW Public Library Association aim was to increase the funding to NSW Public Libraries which was considerably less than other states and territories. The NSW Public Library Association was successful in gaining more funding for NSW Public Libraries.

CHILDREN AND YOUNG PEOPLE EVENTS:

Our library facilities are regularly used by Play Groups, Pre-schools, local primary and high schools, After School Care and Vacation Care groups, and Crookwell Essential Services.

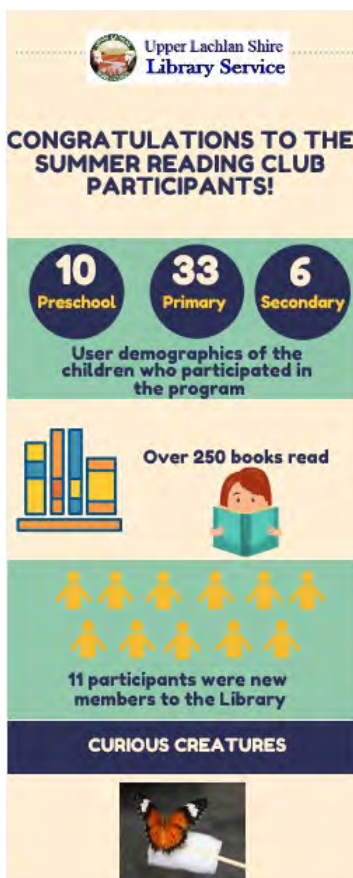
The Library’s early childhood literacy programs continue to attract large numbers and are aimed at the 0-5 age

group and their parents/carers. Activities included:

- Regular storytime sessions.
- National Simultaneous Storytime.
- Special Storytimes, such as Indigenous reader Joel Bulger, and Helen Joy Buck.

Children and young people activities were also well attended and included:

- Summer Reading Club. This year 49 children participated in the program across our two libraries. There were 58% more children participating in the program in 2018-2019 than they did in 2017-2018. The participants read over two hundred and fifty books over the summer.



- School holiday and after school workshops, included, Ngunnawal bush tucker; make your own

bookmark; scrunch art; make a Christmas cracker; waterbugs; butterfly and bugs; under the sea murals; summer reading club party; stained glass light catcher; and Mother’s Day craft.



Butterfly and Bug School Holiday Activity

- Gunning and District after School Care, Crookwell after School Care and Crookwell Vacation Care all visited our libraries throughout the year.
- Infant’s classes from Crookwell Public School visited the Crookwell Library every Tuesday morning during term 3. Children enjoyed a themed based story and craft activity related to the school’s curriculum. This was the second year of running this very successful program. One hundred and forty-one children participated in this program.

COLLECTIONS, RESOURCES AND FACILITIES:

Library buildings, facilities and resources continue to be upgraded and well maintained.

Collections

The Upper Lachlan Shire Library Service collections continued to be enhanced with the addition of new items and a weeding and discard program. Some Library collections were moved to more prominent places in the library. Crookwell and Gunning Libraries swapped a selection of DVDs in order to refresh their collections.

A new service called the Public Selection Tool was added to the library's website. The Public Selection Tool allows library members to vote on books to purchase. Goulburn Mulwaree Library reviews the votes and this helps to inform their selection decisions.

Items were weeded from the adult fiction; youth fiction; junior easy; magazine; legal and drug information; non-fiction; sustainable living kits; graphic novels; biography; bird; audiobooks; large print; Ian Wilson; pedometer; western; and literary collections.

Our collections were boosted by a number of extra purchases/donations, including:

- Early readers donated by the Friends of Gunning Library, worth \$400.
- Three books donated by the CWA Evening Branch. The books are AgGuides focussing on bees and drought proofing your farm.
- Two book kits which were acquired from another library to use for the Read and Connect Book Clubs.
- Sixteen new DVD titles donated to the Crookwell Library by the Crookwell Friends of the Library, worth \$350.
- A selection of audiobooks received from another public library.
- The Crookwell Friends of the Library bought an Android tablet to help facilitate the Android tablet and smartphone Tech Savvy seniors' classes and for staff to assist library customers with queries.



Crookwell Friends of the Library DVD Donations

Resources

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

- Tech Savvy Seniors Grant to facilitate computer classes across our libraries.
- A Law Week grant through the NSW State Library to hold an Avoiding Scams by the NSW Fair Trading Office at both of our libraries.
- Support letters were sent to the Upper Lachlan Landcare and Gunning District Landcare for grants to run school holiday workshops at both libraries and two Q-Fever Information Sessions at the Crookwell Library.

Volunteers continue to assist at our libraries, completing five hundred and fifteen and a half hours in 2018/19.

Crookwell Library hosted a work experience student from Crookwell High School on Fridays during Term 3 2018.

Facilities

Remediation and repair work was undertaken at both library buildings.

As part of Council's commitment to providing excellent public access computer facilities, four new PCs were installed during the year. Our up-to-date computer technology, fast Internet and free Wi-Fi facilities provide an excellent service to library members and the many visitors to our Shire. The NBN was connected at the Crookwell Library in May. The Crookwell Library continues to offer print-on-demand services for customers with Bring Your Own Devices (BYOD).

The PCs and equipment (A4 printers, scanners and slip printers) required for the Spydus implementation were implemented into our libraries. The AMLIB PCs and equipment from Goulburn Mulwaree Council were returned to Goulburn Mulwaree Council IT at the end of June.

Booth seating was installed in the youth area at the Crookwell Library. A power point was also installed to enable customers to charge their devices whilst working. This area is very popular with students and adults.

This year saw a continuation of the library being a place where school, university and TAFE students can study and undertake

exams. As well as the library being a people place, bringing people together with diverse backgrounds through a range of informal social activities and structured group activities, including:

- Crookwell Memorial Hall Committee for their quarterly meetings and AGM;
- The Crookwell Archives and District Historical Society for meetings and research during their renovations of their space; their AGM afternoon tea; and Christmas afternoon tea;
- The Country Arts Support Program held a meeting at the Gunning Library;
- The Southern Tablelands Arts held a grant writing workshop at the Crookwell Library.

LIBRARY FRIENDS:

The Library Friend's continue to provide support for our libraries and raise funds for purchasing items for our collections.

The Crookwell Friends of the Library catered for events; purchased books, magazines (Choice and Grahiher), DVDs and an Android tablet; provided gifts for authors and volunteers; purchased lucky dips for the Summer Reading Club; craft supplies for school holiday events; and paid for the butterfly and bug school holiday activity. The Crookwell Friends of the Library held two successful book sales.

The Friends of Gunning Library purchased early readers, adult fiction books and DVDs. The Friends of Gunning Library held four book sales during the year.



Upper Lachlan Shire Library Service

2018 - 2019 Community Survey found

97%

of residents were satisfied with the Shire's Library Service



Attendance at Activities 2018/19

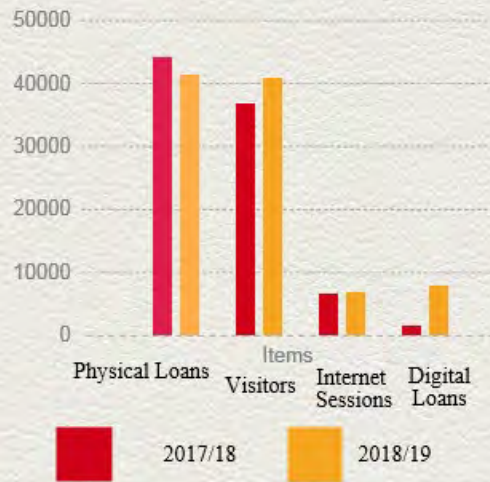


- Storytime (57.81%)
- Children's workshops (10.28%)
- Knitting/Scrabble (8.99%)
- Adult workshops (8.67%)
- Book talks (2.49%)
- Other events (11.76%)

Library Usage of Services and Resources

Usage of the services and resources at both our libraries remained at high levels throughout the year. There was an increase in the number of Internet sessions, people coming to our libraries, and the number of digital items borrowed and renewed increased by 403.5%.

Usage Statistics



Digital Items Borrowed 2018/19

403.5%

increase from 2017/18



- ebooks (16.38%)
- eaudiobooks (24.95%)
- emagazines (58.67%)

10c) REGIONAL TOURISM

General Overview

The Upper Lachlan Tourist Association (ULTA) has continued to work with tourism operators and local groups to develop and promote the Upper Lachlan Shire throughout 2018/2019. The main local and regional tourism projects and activities implemented during this year include -

- Launch of the revamped Visit Upper Lachlan website;
- Exhibiting at the Canberra Home and Leisure Show and the Collector Pumpkin Festival;
- Development of new Self-Guided Heritage Walks for Crookwell and Gunning in collaboration with the local Historical Societies;
- Release of a new Upper Lachlan Destination Guide;
- Production of new Scenic Drives
- Development of new suggested itineraries;
- Development of a Shire wide cycling strategy;
- Post Weekly newspaper column;
- Crookwell Potato Festival event coordination;
- Significant updates to the Australian Tourism Data Warehouse;
- New and existing event funding programs;
- Upper Lachlan Tourist Association Membership Scheme;
- Expanded presence in "The Voice";
- Meet the Locals campaign;
- Fridge calendar of events distribution;
- Product trade fact sheets;
- Instagram channel development;

Tourism Strategic Plan Implementation

During 2018/2019 the Upper Lachlan Tourist Association again reviewed the 2020 Tourism Strategic Plan that lays down the development

and promotional priorities for tourism in the Shire with the four key objectives being:-

1. Upper Lachlan delivers a unique, consumer valued tourism experience;
2. The Upper Lachlan's tourism industry is prosperous and attracts ongoing investment;
3. The tourism sector takes a leading role in protecting and enhancing our history, culture and built and natural environments; and
4. The Upper Lachlan Tourist Association is able to effectively and comprehensively promote the region, provide guidance and relevant information and services to the sector and visitors.

The 2018/19 plan review also took into consideration the objectives and actions of the Destination Southern New South Wales Destination Management Plan 2020 with respect to the Tablelands sub-region.

The ULTA aims to support and encourage the development of authentic products, informed by consumer research as to people's desires when it comes to visiting regions. To this end the ULTA works at both a regional and local level with government agencies, regional development bodies, niche interest groups, industry operators and potential industry operators. Existing products can be developed or new products including events can be developed as motivators to visit, stay and spend in the region.

Festivals and Events

Events play an important role across the region as a major driver of overnight stays and expenditure in the towns and villages. The types of events range from cultural to sporting to special occasions particularly weddings.

It is an ongoing role of the Upper Lachlan Tourist Association through the tourism staff to assist minor and major events with planning, promotion and evaluation. Tourism staff are directly involved in the Crookwell Potato Festival and organise the Crookwell Australia Day celebrations.

The 2019 Crookwell Potato Festival added its first country theme with the initial choice being Ireland. The festival was very pleased to host Eamon Robinson, the Deputy Head of Mission from the Irish Embassy in Canberra as a special guest along with celebrity chef Lyndey Milan OAM as the key attraction in the demonstration kitchen.

In 2018/2019 the ULTA through its Events Funding program was pleased to be able to assist the organisers of the Crookwell Garden Festival, Crookwell Squash Open, Sculpture in the Village and the Mary Gilmore Weekend.



Crookwell Garden Festival Markets

Attractions and Activities

At an individual operator level, the ULTA supports its member businesses and groups through a range of services including promotional opportunities, business enhancements such as online accommodation booking, access to industry databases, access to statistics for business proposals and the like.

Throughout the year staff have provided advice and information to a range of new and proposed tourism product operators and we look forward to the region benefitting from the

work of these many small businesses as they strengthen the offering to visitors.



Fully renovated Hillcrest House in Binda

Tourist Information

In addition to private attractions, tourism staff work on a range of experience development projects. In 2018/2019 staff completed a complete revamp of the self-guided historic walks for Crookwell and Gunning, cycling trails and scenic driving routes across the Shire. This was particularly important with the final sealing of State Road MR54 to Bathurst and Orange which not only provides a vital link into the NSW central west but is also a scenic drive.

Tourism Promotion

Promotion of the Shire to visitors and potential visitors is an everyday occurrence through the Visitor Information Centres, telephone, email, website, social media, print advertising, editorial and poster distribution.

The region was again well received by visitors to the Canberra Home, Leisure and Travel Show with many Canberra people keen to explore their own backyard and fascinated by the Tablelands region and the many attractions and activities on offer.

Every two years, staff develop a new Destination Guide for the region. This guide showcases the many attractions of the region,

places to stay and eat, outlines the villages and ways to engage with the rich history. The guide is distributed across the state through the Accredited Visitor Information Centre network and various businesses. The 2018 edition of the guide features the new scenic drives and a selection of suggested itineraries to inspire visitors to explore options across the Shire.

Social media is a key promotional tool in the digital age and hence staff spent a considerable proportion of their time working on digital marketing. This year there was particular focus on building our facebook community through regular, relevant posts. As a result, for the year we averaged over 10000 engagements per month and growing.

Regional Representation and Co-operation

The Upper Lachlan has been working with Destination Southern NSW and our neighbouring local government areas on the implementation projects identified in the Destination Southern NSW Destination Management Plan 2020.

Six of the seven projects are of particular relevance to our region –

Project 1 – Product Audit, Gap and Capacity Analysis – aimed at determining where opportunities lie for investment. This project is almost complete.

Project 2 – Industry Development and Growth Support – targeting training opportunities have been identified and continue to be rolled out in conjunction with Destination NSW.

Project 3 – Southern Tablelands Destination Development – Project proposal being tabled in Quarter 1 of 2019/2020.

Project 5 – Touring Routes – early success with the inclusion of a route in the NSW Great Road Trips campaign. Further work to be undertaken.

Project 6 – Canberra Leveraging and Partnership Strategy – framework for a more strategic relationship released in April 2019.

Project 7 – Visitor Data Evaluation and Assessment – Destination NSW have announced a partnership with Westpac Bank to use credit card transactions to provide visitor economy statistics.



New Destination Guide

Tourism Statistics

The statistics for 2018/2019 show some very positive signs:

- Social media engagement up by 26%;
- Website sessions up by 16%;
- Sales at the VIC were up by 6%;
- Crookwell Caravan Park nights were down slightly in a soft market.

Visitation to the Capital Country region for the year ended March 2019 was up 6.6% to 4.8m visitors with spend up 1.6% to \$852 million.

10d) MULTI CULTURAL ACCESS

The demand for services for persons from non-English speaking backgrounds and / or from the Aboriginal community has not been evident in the Upper Lachlan Shire local government area.

11. 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 2018/2019 there were water supply, sewerage, noxious weeds and roads related private works, the total of such work was \$44,874. In addition, Council undertook the private works project of reconstruction of Woodhouselee Road North for Crookwell Developments - Crookwell 2 Wind Farm development for \$1.1 million.



Former Mayor Brian McCormack OAM and the NSW Deputy Premier, the Hon. John Barilaro MP

12. AMOUNTS ATTRIBUTED OR GRANTED UNDER SECTION 356

Section 428 (2) (I)

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

The following is the list of Council Section 356 Contributions for 2018/2019 in \$: -

Bigga Golf Club (Ordinary Rates and Waste)	\$2,429
Bigga Primary School P and C	\$1,000
Crookwell and District Arts Spring Fling	\$500
Crookwell and District Historical Society	\$900
Crookwell AP and H Society (Ordinary Rates)	\$3,188
Crookwell A P and H Society (water use reduction)	\$500
Crookwell CWA (Ordinary Rates)	\$857
Fullerton Anglican Church Property Trust (Ordinary Rates and Waste)	\$552
Goulburn and District Education Foundation	\$2,000
Goulburn Crookwell Heritage Railway Inc. (Waste, Water & Sewer Rates)	\$1,639
Crookwell Community Men's Shed (Rates)	\$414
Gunning Medical Centre	\$10,000
Middle Arm Hall Progress Association (Ordinary Rates and Waste)	\$642
Narrawa and District War Memorial Hall (Ordinary Rates and Waste)	\$510
Katelyn Croker – Sporting Representation Donation	\$250
Bridget Anable – Sporting Representation Donation	\$250
Jesse Croker – Sporting Representation Donation	\$250
KA Staples – Sporting Representation Donation	\$500
Chris McCarthy – Sporting Representation Donations	\$750
Australian Agriculture Centre Donation	\$20,000
Christmas in the Park ULSC	\$500
Willowtree Sculpture Garden Sponsorship	\$1000
Dalton Hall Reserve Trust	\$500
Bannister District Hall Association (Rates)	\$595
Southern Tablelands Regional Arts Council (STARTS) Membership	\$2,185
St Vincent De Paul (Ordinary Rates and Waste Charges)	\$2,248
Taralga Australia Day Committee – Rodeo Contribution	\$1,000
Taralga Historical Society (Ordinary Rates and Water)	\$1,201
Taralga Medical Clinic (Ordinary Rates and Waste)	\$1,106
Taralga Playgroup	\$500
Taralga Public School	\$1,000
Taralga Small Schools Sports Sponsorship	\$582
Lions Club of Gunning Sponsorship of noticeboard	\$375

In-kind Contributions

Crookwell Picnic Race Club (in kind watering - Binda Picnic Races)	\$500
Gunning Focus Group - Court House Rent	\$750
St Vincent De Paul (Mattress disposal)	\$180
Taralga Australia Day Committee - Rodeo DA fee	\$220
Gunning Roos Rugby League Club (Showground fee and water use waiver estimate)	\$3,500
TOTAL CONTRIBUTIONS	<u>\$48,568</u>

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.



2019 Gunning Australia Day event and Award winners pictured with Council Mayor John Stafford and Australia Day Ambassador, Lyndey Milan OAM

13. HUMAN RESOURCES ACTIVITIES**Section 428 (2) (m)**

Council's Human Resources section encompasses a broad range of responsibilities which impact on Council's ability to operate efficiently and effectively, having regard to employment law, best practice, workplace relations and remuneration management. Human resources initiatives also include recruitment and selection, annual performance reviews, workplace relations, training and development for employees to meet the business needs of Council. In accordance with the State and Federal Industrial Relations legislation, Council supports a consultative process between management, employees and union representatives.

The Human Resources section is responsible for providing advice and professional assistance designed to assist in the attainment of business goals and objectives. Human resources aims to maximise the potential of Council's employees through shared goals, consultation and participation in the decision making processes, and working in an environment free from all forms of discrimination.

The Upper Lachlan Shire Council endeavours to see that organisational human resources activities are carried out within a clear and concise framework of policies, procedures and service standards. The human resources policies and procedures are continually subject to review in consultation with relevant stakeholders and through consultative mechanisms.

The Workforce Plan

The Workforce Plan identifies the strengths and weakness of Council in the area of human resource management and to outline the broad strategies to move forward in the next four years.

The Workforce Plan identifies and focuses on six (6) key strategic areas:-

1. Employee Attraction and Retention;
2. Employee Training, Learning and Development;
3. Organisational Development;
4. Performance Management;
5. Work Health and Safety (WH&S); and
6. Employee Relations.

The Workforce Plan is designed to support Council objectives including; being a responsible employer, working together as a team, fairness to all and an impartial assessment.

Recruitment and Selection

In accordance with relevant legislation, Council has continuously developed and implemented protocols and procedures for the recruitment and selection of employees that will complement organisational performance and ensure compliance with EEO principles. Protocols are subject to review within agreed timeframes to ensure currency.

The Human Resources section has developed and implemented new recruitment strategies for the organisation.

Council employee positions advertised externally and recruited:-

- Finance Officer - Crookwell
- Library Assistant – Gunning
- Expenditure Officer – Gunning
- Horticulturist
- Casual Swimming Pool Attendant
- Development Control Officer
- Council Ranger
- Apprentice Plant Mechanic
- Cleaner Taralga Community Centre
- Townsperson - Bigga
- Strategic Planner
- Work Health and Safety (WHS) & Environmental Officer
- Management Accountant
- Manager of Infrastructure Delivery
- Manager of Assets and Design
- Manager of Environment and Planning
- Manager of Regulatory Compliance & Biosecurity Services
- Coordinator of Assets and Planning and Programming

Council also advertised internally a number of positions to allow developing employees to progress to higher position within the organisation:-

- Senior Storeman
- Executive Assistant to General Manager (Maternity Relief)
- Biosecurity Officer
- Skilled Labourer (Gunning)
- Skilled Labourer (Maintenance Gang)
- Gunning Townsperson
- Plant Coordinator
- Skilled Labourer Bridge Gang
- Plant Operator Truck
- Taralga Townsperson
- Plant Operator Truck – Water Cart
- Plant Operator Roller

Performance Reviews

All Council employees are assessed annually against the documented accountabilities, responsibilities and performance measures applicable to their individual positions. The assessment process allowed staff the opportunity to document the skills and knowledge they had acquired since the previous performance review. Acquisition of skills and knowledge allows for progression through Council's salary system. The process encourages two way feedback and prompts discussion on career objectives, advancement opportunities and desired training.

The annual performance appraisals for Council employees continue to play an important part in the Council's organisational structure with employees gaining the skills required to progress through to higher positions. This process also identifies training needs for the organisation.

Policy and Procedure Review and Development

Upper Lachlan Shire Council reviews policies and procedures to keep up-to-date with legislative changes and best practice initiatives. The following policies were revised and implemented:-

- Child Protection Policy
- Drug and Alcohol Policy
- Phased-In Retirement Policy
- Work Experience Placement Policy
- Equal Employment Opportunity Management Plan
- Equal Employment Opportunity and Anti-Discrimination Policy
- Women in Local Government Framework – Upper Lachlan Shire Action Plan

Industrial Relations

Council undertook a Realignment process of Council's Works and Operations Department. This has now been realigned as the Infrastructure Department. This process will include the implementation of Oosoft within Council salary system performance management system and position description evaluations in accordance with the Local Government (State) Award 2017.

Human Resources Training Plan

Upper Lachlan Shire Council's Staff Training Plan is primarily designed to satisfy and maintain its needs for a workplace which has up to date knowledge, skills and potential necessary for the effective and efficient functioning of the organisation. This plan is designed to assist Council to develop the competency of its people and to develop a more highly skilled and flexible workforce.

OBJECTIVES:

- * To encourage employees in their personal and professional development and to assist them where necessary to maintain high levels of competence in their respective positions and vocations.
- * To provide development opportunities via a range of sources including training conducted by recognised private providers, training/coaching in specific skills areas provided by designated staff, on the job training by managers and team leaders, and approved tertiary studies.
- * To provide assistance to employees where a course of study can be demonstrated to

enhance their competence, and is of benefit to the Council's service provision, and the employee's ability to fulfil their position requirements.

- * To facilitate the development of a Training Plan that will match training and development processes to the current and future skill requirements of Council and the career development needs of employees.
- * To ensure that expenditure in training matters is used in a cost effective manner.
- * To comply with Local Government (State) Award and other legislative and regulative provisions related to Council.

Training and Development

Council has an on-line training system that provides compliance packages that all staff can access. The training programs that are available includes:-

- Bullying and Harassment
- EEO
- Alcohol and Other Drugs
- Work, Health and Safety

Council has a contract with a training provider ELMO and has implemented the learning platform in 2018/2019.

Training plans are developed and reviewed every twelve months following the annual performance reviews. Council has established a comprehensive training plan for all Council employees, the following courses were undertaken throughout the financial year:-

- Working Safely Near Live Electrical Apparatus & Provide Cardiopulmonary Resuscitation

- HLTAID003 First Aid
- Conduct Backhoe/Loader Operations
- OOSOFT Training
- Level 1 Playground Inspection Training
- Alcohol and other Drugs Information/Training Sessions
- Council Induction Training
- Water Industry Treatment (Wastewater) Cert III
- Water Industry Treatment (Drinking Water) Cert III
- Code of Conduct Training for Councillors & Senior Staff
- Code of Conduct Training – all staff
- Elevated Work Platform – Yellow Card – BL, SL and TL
- General Construction Induction Training
- National WHS General Construction Induction Training
- Government Information (Public Access) Act – Introductory Course
- Government Information (Public Access) Act – Advance Course
- Prepare Work Zone Traffic Management Plant

In 2018/2019 total staff training costs were \$113,000 this includes the employees' time, salaries and training course fees. The training costs excluding salaries and wages totalled \$73,413.

There were also staff recruitment expenses incurred that totalled \$74,348 including medical examinations, advertising and interview expenses; however, this amount excludes staff salaries and wages expenses.

14. IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Section 428 (2) (n)

The purpose of Council's EEO Management Plan and Policy are to ensure that:-

- The best available person is selected (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 has adhered to the goal of an EEO programme that ensures that for any position the best available person is selected. In other words, a person's race, sex, marital status, membership of an ethnic or migrant group or physical, intellectual or psychiatric impairment or sexuality, should not reduce a person's chance of employment or promotion or access to employment benefits.

Equal Employment Opportunity Management Plan is designed to ensure that there is no discrimination or harassment in the workplace. The EEO Management Plan encompasses a range of responsibilities and below is a sample of activities:-

Recruitment and Selection

In accordance with relevant legislation, the Council has implemented protocols and procedures for the recruitment and

selection of employees that will complement organisational performance and ensure compliance with EEO principles and ethos.

Council has in recent years recruited individuals from many culturally diverse backgrounds from different countries, cultures, and religion. These include individuals from Pakistan, Bangladesh, Iran, Laos, USA and New Zealand. A number of these individuals are appointed to senior management roles; examples include the Director of Infrastructure and Manager of Assets and Design.

Council have employed women in senior management roles; examples include the Director of Environment and Planning and Manager Library Services and also appointed women in roles such as the Senior Storeperson, Senior Revenue Coordinator, IT Systems Coordinator.

The purposes of Council's EEO Policy are to ensure that:-

- The best available person is selected 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 no matter what sex, age, race and so on;
- Every employee is able to work productively in a non-threatening and non-harassing environment.

The goal of an EEO Programme is to ensure that for any position the best available person is selected. In other words, a person's race, sex, marital status, membership of an ethnic or migrant group or physical, intellectual or psychiatric impairment or homosexuality, etc., should not reduce his / her chance of

employment or promotion or access to employment benefits.

In practical terms, a commitment to EEO means that staff selection must be accurate, fair, accountable and systematic and promotions should be based solely on merit. Decisions about Staff selection must be made on job-related criteria and should not render Council, as the responsible employer, to charges of unlawful discrimination.

EEO Plans have been developed to ensure adequate training and exposure is given to all staff to ensure they are aware of EEO principles and the Council's adopted policy. Council continues to place great emphasis on its Equal Employment Opportunity Management Plan to ascertain its relevance in relation to Council's operations.

Throughout the year, Council continued to implement EEO Policies. All newly appointed Council employees are provided with a copy of Council's EEO Management Plan to enable them to be fully aware of the principles and guidelines that Council has adopted as part of their induction procedure.

Also, all staff members have been provided with a copy of Upper Lachlan Shire's adopted Code of Conduct. Upper Lachlan Shire Council has also adopted an Equal Employment Opportunity Management Plan and an Equal Employment and Anti-Discrimination Policy which states the following EEO program activities and sets EEO performance targets.

EEO PROGRAM ACTIVITIES

EEO Policy Statement

1. Objective

To demonstrate management and organisational commitment to EEO, ensure there is an understanding of EEO principles, and keep staff informed about the EEO Management Plan.

2. Strategies

To ensure there is organisational commitment to EEO and an understanding of EEO principles by all employees.

3. Target Group

All existing and prospective employees of Council, elected Councillors, Committees of Council and Council volunteers.

4. Actions

4.1 Review the policy statement to ensure it contains the following:-

- a) A positive commitment by Council to implementing the EEO program and incorporating EEO principles into all Council operations;
- b) Brief explanation about EEO and the positive benefits EEO will bring to Council as an organisation and to all Council Staff;
- c) A brief statement about the Anti-Discrimination Act and the responsibility of Council to ensure a discrimination-free workplace;
- d) A brief outline of the EEO Management Plan and proposed activities including;
- e) Articulates the aims and summary of objectives;
- f) Priority strategies in various areas i.e. recruitment, training;

- g) A clear statement of responsibility of all Managers / supervisors in preventing discrimination and promoting EEO;
- h) The Council Resolution adopting the EEO Policy and Management Plan;
- i) Endorsement of the General Manager and Mayor.

4.2 Gain management and staff commitment.

4.3 Seek union/s agreement.

4.4 Submit EEO Policy to Council for adoption.

4.5 Keep employees involved and updated on EEO issues by distribution through the following channels:-

- a) Memo/circular or with pay advice/packets;
- b) Notice boards;
- c) Shire Newsletter;
- d) Include in personnel manual/induction booklets;
- e) Include in staff induction and training courses.

4.6 Inform local residents in pamphlets; distribute with rate notices/in library, local press, etc.

EEO Performance Targets

5.1 EEO Policy Statements

5.1.1 EEO policy publicised and distributed to staff.

5.1.2 Copy of the EEO Policy is issued to all staff, and human resources discuss the contents and requirements of the EEO policy in their initial Employee Induction Process.

5.2 Communication and Awareness Raising

5.2.1 All new employees attend EEO sessions as part of Induction training programs.

5.2.2 Put into practice as part of all new staff Induction Process.

5.2.3 Random sampling of employees' awareness / understanding of EEO is undertaken on a regular basis through mediums such as selection interviews and exit interviews.

5.2.4 EEO questions are implemented into the selection criteria as well as the EEO questions in the interview process for all positions.

5.2.5 Quarterly progress reports on EEO achievements are prepared and distributed to all staff.

5.2.6 Department monthly and quarterly meetings are held and all Departments are aware of their responsibilities under the provisions of the EEO policy.

5.2.7 Report on EEO Management Plan is prepared annually for inclusion in Council's Annual Report.

5.2.8 The Human Resources Coordinator in concurrence with the Department Directors and General Manager, review, amend and forward document to Council meeting for adoption.

5.3 Appointment, Promotion and Transfer

5.3.1 Immediate and ongoing.

5.3.2 The Human Resources Coordinator in concurrence with the Department

Directors and General Manager, review, amend and forward the Recruitment and Selection Policy to Council annually, with the provisions outlined.

- o All employee recruitment and selection will be in accordance with equal employment opportunity principles and EEO Management Plan, Anti-Discrimination Act 1977, the Local Government Act 1993 and the Local Government (State) Award 2017.

5.4 Training and Development

5.4.1 Immediate and ongoing.

5.4.2 The Human Resources Coordinator in concurrence with the Managers and supervisors from their relevant Departments, review, amend and forward training needs analysis annually. This data is collated from the annual performance reviews, and is prioritized to meet organisational objectives in a timely and cost effective manner. The process is designed to avoid and / or eliminate any opportunity of discrimination outlined in Council's EEO Management Plan.

All Council staff have completed the Bullying and Harassment and EEO online training courses over the past three years.

5.5 Conditions of Employment

5.5.1 Immediate and ongoing.

5.5.2 All conditions of employment will be in accordance with Council's Recruitment and Selection Policy and procedures in complying with equal employment opportunity principles and EEO Management Plan, Anti-Discrimination Act 1977, the Local Government Act 1993 and the Local Government (State) Award 2017.

5.6 Harassment and Grievance Procedures

5.6.1 EEO Annual Report is produced on an annual basis for the year ending 30th June.

5.6.2 EEO Management Plan is reviewed on an annual basis and amended as necessary.

5.6.3 Bullying and Harassment Prevention training was completed On Line by all staff members throughout the year with all the supervisory positions being given priority to assist their skills in identifying and addressing issues relating to bullying and harassment. There will be ongoing training for new staff each year.

15. DELEGATIONS TO EXTERNAL BODIES

Section 428 (2) (o)

The following external bodies were delegated functions by Council during 2018/2019:-

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 and Regulations, 1993, Council policies and within the funds voted by Council.

Binda 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 Act and Regulations, 1993, Council policies and within any funds that may be voted by Council.

Building Review Committee

Functions of the Committee: To provide recommendations to Council on options for possible locations for a relocation of the Crookwell Works Depot in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

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 and Regulations, 1993,

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

Collector Pumpkin Festival

Functions of the Committee: The care, control, management and organisation of the Collector Pumpkin Festival in accordance with the requirements of the Local Government Act and Regulations, 1993, 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.

Community Technology Centre Committee

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

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 and Regulations, 1993, 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 and Regulations, 1993, Council policies and within the funds voted by Council.

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 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 and Regulations, 1993, Council policies and within the funds voted by Council. A Plan of Management for the facility for a period of five years is agreed in accordance with the management arrangement with Council.

Crookwell Potato Festival Committee

Functions of the Committee: The care, control, management and organisation of the annual Crookwell Potato Festival in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any budget that is voted by 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 Task Force Committee

Functions of the Committee: To consider and improve economic development strategies for the Upper Lachlan Shire with the Taskforce's aims being:

- To work closely with Shire staff and Council, via the Economic Development Officer.

- To develop and pursue strategies to improve the services, infrastructure and lifestyle of the shire.
- To increase the job opportunities in the Shire allowing existing businesses to be successful and expand.
- To increase the population of the shire in a controlled manner by promoting the residential qualities, relaxed lifestyle and attractiveness of the area.
- To identify, plan and attract professionals, businesses and light industry to the Shire.
- To build on the Shire's rural strengths.

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 and Regulations, 1993, Council policies and within any 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.

Gunning Golf Club Management Committee

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

Gunning Shire Hall and Showground Precinct Advisory Committee

Functions of the Committee: To provide advice with respect to the care, control, management

and organisation of the Gunning Shire Hall and Showground Precinct in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council.

Pool Review Committee

Functions of the Committee: To provide advice with respect to the investigation of a hydrotherapy pool, a heated pool and the performance and adequacy of the existing pools within the Upper Lachlan Shire Council local government area.

Pye Cottage Precinct Committee

Functions of the Committee: To provide advice with respect to the care, control, management and organisation of the Pye Cottage and Precinct in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council.

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.

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 and Regulations, 1993, Council policies and within the funds voted by Council.

Streetscape Committee

Functions of the Committee: To provide higher level guidance and advice (not on operational matters) in relation to the Streetscape Project to Council and to act as a conduit between the Community and Council's Project Control Group that is responsible or delivering the Streetscape Project in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council.

Taralga War Memorial Hall Committee

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

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.

Tony Foley Memorial Gunning District Community Centre Committee

Functions of the Committee: The care control and management of the Tony Foley Memorial Gunning District Community Centre in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Local Traffic Committee

Functions of the Committee: Primarily a technical review committee that advises Council on traffic related matters in the Upper Lachlan Shire Council area.

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 and Regulations, 1993, Council policies and within the funds voted by Council.

Upper Lachlan Access Committee

Functions of the Committee: Provide input to Council on access issues and to assist with the ongoing development of the Disability Action Plan.

Upper Lachlan Tourist Association

Functions of the Committee: The care control and management of the tourist function of the Upper Lachlan area in accordance with the requirements of the Local Government Act and Regulations, 1993, 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 will: organise the Ambassador, provide recommendations to Council on the annual Australia Day Awards and the Sportsperson of the Year Awards and be responsible for expenditure as per Operational Plan allocation.

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

Youth Council (YA'MAD)

Functions of the Committee: The care, control, management and organisation of the Upper Lachlan Shire Youth Council in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any budget that is voted by Council annually.

Audit, Risk and Improvement Committee

Functions of the Committee: The Audit, Risk and Improvement Committee will act as an advisory Committee to Council. The primary role of the Committee is to assist Council in the effective operation of its responsibilities for financial reporting, risk management, governance, investments, to maintain and review the internal control systems and to facilitate the organisation's ethical development. The Audit, Risk and Improvement Committee will liaise with Council's external auditor and internal auditor to facilitate achieving the organisational goals and maintaining efficient work practices.

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.

16. NOXIOUS WEEDS REPORT

Under the Biosecurity Act 2015 (former Noxious Weeds Act 1993), Council has the responsibility, as the Local Control Authority, to control noxious weeds on lands under its jurisdiction and to also ensure that landowners within our area carry out their responsibility to control noxious weeds on land they own or occupy.

Control of Noxious Weeds on Council Land

In 2018/2019, Council's Noxious Weeds Section implemented a weed control program to control noxious weeds on roadsides, reserves and parks that are under Council's control. Council's Staff conducted this weed control program, which aimed to control noxious weeds to the standards specified in the control measures of the weed control orders made by the NSW Government. The outcomes of this weed control program were regularly reported to Council during the year.

Council's noxious weed control program focused on priority noxious weeds and new weed incursions with this program aimed at preventing the spread of noxious weeds from land under the responsibility of Council to land free of noxious weeds or where weeds had been controlled.

The intent of this control program is to set a positive example for weed control within our community. All complaints received during the year were investigated by Weed Officers and appropriate action taken to control infestations as specified in the control class.

Control of Noxious Weeds on Privately Owned Land

Noxious Weeds Inspection

During the year, Weed Officers conducted a private property inspection program which relied heavily on the local experience of the inspectors and also surveys conducted to target specific noxious weed problem areas.

During 2018/2019, 607 private property inspections, 96 high risk pathway sites and 1,262 kilometres of transport pathway surveys were conducted with a range of actions taken to ensure that a maximum level of noxious weed control compliance was achieved. The aim of this inspection/survey program was to identify new weed incursions and gain the co-operation of landholders to participate in control programs.

Where it was found that landholders were not carrying out their responsibilities to control noxious weeds an enforcement procedure was utilised to initiate weed control work.

During the year information on a range of weed related issues were addressed in Council's newsletter, however the most effective method of communication and education with our community continued to be conducted on a one on one basis between Weed Officers and Landholders during the private inspection programs. Weed staff also attended and spoke at a number of meetings and Field Days during the year and weed control information was available from Inspectors at each of Council's offices.

17. CONTROLLING INTEREST IN COMPANIES

Section 428 (2) (p)

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

18. PARTNERSHIPS, CO-OPERATIVES OR JOINT VENTURES

Section 428 (2) (q)

Partnerships, co-operatives or other joint ventures to which Council was a party in 2018/2019 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.
- 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) Southern NSW Regional Tourism Organisation – Upper Lachlan Shire Council is a member.
- 5) Southern Tablelands and South Coast Regional Noxious Plant Committee.
- 6) South East Resource Recovery Regional Organisation of Councils (SERRROC).
- 7) StateWide Mutual Limited for Local Government (Jardine Lloyd Thompson's Mutual Liability Scheme and Risk Management).

19. RATES AND CHARGES ABANDONED

Section 428 (2) (r) and Clause 132 of Local Government (General) Regulation 2005

During the 2018/2019 financial year an amount of \$12,666 was written-off related to water supply user charges. The income abandonment related to water usage accounts for undetected water leaks in accordance with Council policy, faulty water meter accounts and Council Resolutions to waiver water use bills; for example the Gunning Roos Rugby League Club and Greater Southern Area Health Crookwell Neighbourhood Centre water use account.

Upper Lachlan Shire Council provided rate relief to pensioners during the financial year totalling \$205,892, including the following distributions:-

General Purpose Pension Abandonment	\$ 96,867
Water Supply Pension Abandonment	\$ 32,432
Sewerage Services Pension Abandonment	\$ 29,188
Domestic Waste Pension Abandonment	\$ 47,405

20. PRIVATE SWIMMING POOLS

Swimming Pools Act 1992, Section 22F (2)

Clause 23 of Swimming Pools Regulation 2018

Details of inspections of private swimming pools, include:-

- Number of inspections of tourist and visitor accommodation - **NIL**
- Number of inspections of premises with more than 2 dwellings - **NIL**
- 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 - **NIL**

21. COMPANION ANIMALS

Companion Animals Act and Clause 217 (1) (f) of Local Government (General) Regulation 2005

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

In the 2018/2019 financial year Council saw an increase in animal related complaints from the members of the public. These included dog attacks, straying dogs and noise complaints. In response to the concerns of the community, Council's Ranger, where possible, attempted to educate pet owners on their responsibilities.

Where this approach has failed, regulatory action was commenced in the way of penalty notice and the impounding of the offending animal.

The 2018/2019 Upper Lachlan Shire Council pound data collection return showed that 35 dogs had been seized and transferred to Council's pound facility. From the 35 animals seized; 2 were euthanized, 27 were released to owners and 2 were rehomed and 4 stolen from the pound.

Upper Lachlan Shire Council total expenditure for Companion Animal and Straying Stock related activities equated to \$91,818.



LOCAL GOVERNMENT (GENERAL) REGULATION 2005 – CLAUSE 217 (1)

a) OVERSEAS VISITS FUNDED BY COUNCIL

During the 2018/2019 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 its programme to expand the provision of modern playground equipment in Council's parks and gardens operations. Council is replacing older equipment with modern safer items that meet all relevant safety standards.

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.

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 library services and school holiday children activities at the libraries.

Council provides the community with two outdoor swimming pools which are owned and operated by Council. The swimming pools are located in Crookwell and Gunning and operate for 4-5 months of the summer period and are well patronised by children and by the local

Swimming Club and the Primary Schools in the district.

Council has provided a skate ramp for the community at Goodhew Park in Taralga for over a decade. Three years ago Council, in conjunction with the community and Veolia Mulwree Trust, has installed a new skate park in Gunning. Further, Council in conjunction with the NSW Government, Veolia Mulwree Trust, community, youth of Crookwell and Lions Club has installed the Crookwell skate park at Clifton Park.

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

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, touch football, 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 key mechanism by which to build a healthy and vibrant community to enhance the everyday lives for residents and cater to community needs. Council is committed to developing at least one social and community plan every five years to assist Council to take into account the needs of its community and provide or advocate for appropriate and accessible services and facilities for the benefit of the community.

Council adopted its first Social and Community Plan 2007 – 2012 in 2006. This Plan was then reviewed and revised in 2013 and again in 2014 with the Social and Community Plan 2013 – 2018 adopted on the 19 June 2014. 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 as required. Council also included men, mental health and wellbeing, the farming community and transport as issues and groups examined.

Council adopted a Disability Inclusion Action Plan 2017–2020 in June 2017. Council is working towards creating a Shire that provides equal opportunity for people with disability, their carers and families to use and enjoy the public spaces and opportunities our Shire has to offer. The Plan demonstrates Council’s commitment to improving the quality of services, facilities, systems and programs over a four year period.

A Crime Prevention Plan has not been completed.

Please see the complete copy of the reviewed and updated Social and Community Plan provided as Annexure Document “B” and the Disability Inclusion Action Plan 2017 – 2020 at the end of the Annual Report. This details the Action Plan performance against identified targets.

e) COMPETITIVE NEUTRALITY

- i. The pricing principles and requirements of competitive neutrality have been applied by Upper Lachlan Shire Council for the three Category 2 businesses:-
 - Water Supply service;
 - Sewerage service; and
 - Domestic Waste Management service.

ii. CATEGORY 1 BUSINESS ACTIVITIES

Under the principle of competitive neutrality, Council does not have any Category 1 businesses that meet the specific requirements of competitive neutrality and consequently have no performance comparison requirements.

iii. CATEGORY 2 BUSINESS ACTIVITIES

As at 30 June 2019, Council has three Category 2 businesses, namely the Water Supply, Sewerage service and Domestic Waste Management service for the Upper Lachlan Shire Council area.

The Water Supply business unit operates for the following towns; Crookwell, Gunning, Dalton and Taralga. 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 the three 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. CATEGORY 2 COMPETITIVE NEUTRALITY PRICING

Council has established a Complaints Management Policy to deal with Competitive Neutrality complaints in conjunction with Council's Code of Business Practice. The Complaints Management Policy 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. CATEGORY 2 PERFORMANCE COMPARISON

Throughout 2018/2019, Upper Lachlan Shire Council did not receive any competitive neutrality complaints in relation to its Category 2 businesses operations.

f) STORMWATER MANAGEMENT SERVICES

Stormwater drainage maintenance and construction is carried out according to the needs and resources available and allocated 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 2018/2019 totalled \$46,536. The income generated from the stormwater levy is in Council's externally restricted reserve fund that currently totals \$247,256.

Upper Lachlan Shire Council also maintains stormwater operational expenditure each year exclusive from the Stormwater Management levy of \$15,000. Council expended \$51,362 on stormwater asset renewals in 2018/2019.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT – 2018/2019 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* – at subsection (3), provides that... *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.*

Yes – a review was carried out by Upper Lachlan Shire Council in 2019 and information made publicly available. A review of Council’s Agency Information Guide was readopted by Council on 19 September 2019. The focus by Council is on ease of access to information and to provide as much information wherever practicable via the Council website.

As a result of the review Council proactively releases the following information:-

- Australia Day Event of the Year Nomination 2020
- Australia Day Citizen and Young Citizen of the Year Nominations 2020
- Australia Day Citizen and Young Citizen of the Year Nominations 2020
- Australia Day Sportsman and Young Sportsman of the Year Nomination 2020
- Memorandum of Understanding (MoU) between Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council
- Biala Wind Farm Voluntary Planning Agreement
- Crookwell 2 and 3 Windfarms Voluntary

Planning Agreements

- Rye Park Wind Farm Voluntary Planning Agreement
- Pedestrian Access Mobility Plan (PAMP) 2017
- New Community and Civic Centre Architectural Plans
- Application for Burial Reservation Permit
- Upper Lachlan Strategic Business Plan water and sewerage 2014
- Social and Community Plan
- Disability Inclusion Action Plan
- Community Engagement Programs – Cullerin Range Wind Farm, Taralga Wind Farm and Gullen Range Wind Farm
- Upper Lachlan Shire Council Community Survey 2018/2019
- Lease-Licence Request Form
- Financial Statements
- The Voice
- Annual Reports
- Rural Living Handbook
- Driveway Specifications
- Crookwell Landfill Upgrade

8 (b) *The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).*

There was four (4) valid Access Application received by Council during 2018/2019.

8 (c) *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).*

Zero Access Applications wholly or partly refused by Council in regards to Schedule 1.

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

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector business	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 (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	3	1	0	2	1	1	0	0
Total	3	1	0	2	1	1	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)	3	1	0	2	1	1	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	3	1	0	2	1	1	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%

Table D: Conclusive presumptions of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	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	1	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	1	

*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.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	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	100%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

Table F: Timeliness

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	4	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	4	

	Decision varied	Decision upheld	Total	% of Total
Internal review	1	1	1	25%
Reviewed by Information Commissioner*	1	0	1	25%
Internal review following recommendation under section 93 of the Act	1	0	1	25%
Review by NCAT	0	1	1	25%
Total	3	1	4	100%

*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	



Taralga Wind Farm

PUBLIC INTEREST DISCLOSURES ACT – ANNUAL REPORT

Report to the NSW Ombudsman

Reporting Period: July 2018 to June 2019

Submitted On: 23 July 2019

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PID's
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			
Training provided to new staff during induction			



PRIVACY AND PERSONAL INFORMATION ACT 1998**Section 33 (3)**

The Privacy Code of Practice for Local Government was approved by the Attorney General and was made by Order published in the Government Gazette on 30 June 2000. 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. A Privacy Management Plan sets out the various information protection principles, training, induction and internal review procedures by which Council manages any 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 15 June 2017.

Upper Lachlan Shire Council has appointed, the Director of Finance and Administration, Andrew Croke, 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.

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979**Section 93 (G) (5)**

Upper Lachlan Shire Council has entered into a Voluntary Planning Agreement with AGL Energy Ltd on 11 September 2012 in relation to critical infrastructure project known as the Dalton Gas Fired Power Station.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Goldwind Australia Pty Ltd on 24 October 2013 in relation to the State Significant Development of Gullen Range Wind Farm project.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Taralga Windfarm Nominees Pty Ltd on 7 September 2014 in relation to the State Significant Development of Taralga Wind Farm project.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Energy Development on 20 October 2016 in relation to the Development of the Cullerin Range Wind Farm project.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Crookwell Development Pty Ltd on 27 July 2017 in relation to the State Significant Development of Crookwell II and III Wind Farm project.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Rye Park Renewable Energy Pty Ltd on 21 August 2017 in relation to the State Significant Development of Rye Park Wind Farm project.

APPENDIX B – DELIVERY PROGRAM ACTIONS REPORT

The Delivery Program Actions are integrated with the Tablelands Regional Community Strategic Plan (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.

REGIONAL CSP STRATEGIC PILLAR NO.1 - 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 providing available community buildings to facilitate health care service provision.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 5. People attaining health and wellbeing.	Completed – community buildings are leased to facilitate health care services.
1.2 - Support provision of ageing population services and aged accommodation.	Liaise with government agencies and associated community groups in advocating for adequate aged care services and accommodation.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	Completed – ongoing liaison continued. Pending - Disability Inclusion Action Plan priorities are ongoing.
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Number of actions of the Social and Community Plan, Cultural Plan and Ageing Strategy are implemented.	Directors of Environment and Planning & Finance and Administration	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	Completed - review of Social and Community Plan undertaken. Cultural Plan has been reviewed in June 2017 and cultural funding program implemented.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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 CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	Completed – YA'MAD meetings being held. Youth week activities were undertaken in April 2019.
1.5 - Lobby for retention of education facilities.	Advocate for education facilities from pre-school to high school to be retained in the Shire's towns.	General Manager	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	Completed - continue advocacy to retain current education facilities and Council support to local schools and school activities by donations and work experience placements for school students.
1.6 - Protect significant heritage sites to preserve the diverse history of the Shire.	Number of heritage sites receiving funding over three year program.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 5 heritage projects received grant funding in 2018/2019.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.7 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of Infrastructure	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	Completed – Clifton Park in Crookwell shared footpath constructed. Goodhew Park in Taralga new and refurbished equipment is provided.
1.8 - Manage and upgrade Council’s public buildings and community centres.	Regular communication and support of Section 355 Committees arrangements. Preparation and review Council buildings and prepare strategy on future arrangements.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community’s natural and built cultural heritage. 2. Community liaison to preserve and enhance community facilities.	In Progress - communication and support to Section 355 Committees is being provided. Pending - Building Plans of Management are being established.
1.9 - 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 CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	In Progress – “Active Villages” outdoor gymnasiums. Complete - lighting for soccer grounds; swimming pool repairs and Crookwell Pool building façade painted. Completed – annual animal control report submitted OLG.

REGIONAL CSP STRATEGIC PILLAR NO.2 - ENVIRONMENT

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
2.1 - Address environmental degradation issues, i.e. noxious weeds control.		Review of long-term Noxious Weeds Management Strategy.	Director of Environment and Planning	Strategy EN2 - Adopt environmental sustainability practices. 3. A healthy natural environment.	Pending - review of policy and further consultation required implementation of the Biosecurity Act, Regional Plan and establish Local Plan.
2.2 - Promote environmentally sustainable developments (ESD).		Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plans (DCP).	Director of Environment and Planning	Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning. 4. A prosperous economy with the balanced use of our land.	Pending – Upper Lachlan LEP Planning Proposals have been submitted to Department of Planning and Environment.
2.3 - Promote use of green and renewable energy.		Council promote alternate energy source initiatives. Implement Climate Change Adaption Strategy.	Director of Environment and Planning	Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	In Progress - Council partnering with OEH State Government undertaking an energy audit of council buildings.
2.4 - Pursue Section 94A Development Contribution payments for all State Significant - Designated Developments.		Council is to manage and distribute the funds through a Section 355 Committee of Council.	Director of Environment and Planning	Strategy EN1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 3 Community Enhancement Funds are operating through Section 355 Committees of Council distribute funds to community groups.
2.5 - Support land care initiatives to restore and beautify natural resources.		The waterways sustain natural ecosystems through the expansion of willow removal and catchment programs.	Director of Environment and Planning	Strategy EN3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	Completed – support is provided for land care groups within the Shire and office accommodation is provided in Gunning.

REGIONAL CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.1 - Ensure financial viability of Council.		Long-term Financial Planning (LTFP) model implemented. Fit for the Future Action Plan implemented in relation to sustainability.	Director of Finance and Administration	Strategy EC4 - Foster and develop a diverse, adaptive, and innovative agricultural industry. 7. Responsible and efficient use of resources.	Completed – new LTFP adopted by Council in June 2018. Achieved 6 of 7 Fit for Future program benchmarks in 2017/2018. Operating surplus result achieved in preceding 10 years.
3.2 – Prudent financial management.		Complete implementation of the Internal Audit Strategy and Plan. Achieve key financial benchmarks.	Director of Finance and Administration	Strategy CO5 - Maintain our rural lifestyle. 8. Transparent and accountable governance.	Completed – IT General Controls internal audit project completed in March 2019.
3.3 - Encourage sustainable population growth and provision of associated infrastructure.		Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). Development of a local Business and Economic Development Strategic Plan into REDS priorities.	Director of Environment and Planning	Strategy EC1 - Capitalise on the region’s close proximity to Canberra and its position as a convenient location to attract industry and investment. 4. A prosperous economy with the balanced use of our land.	In Progress – implementation of REDS. Completed – an Upper Lachlan Economic Development Strategy has been completed to compliment REDS.
3.4 - Assist facilitation of employment opportunities.		Number of contacts with existing businesses and grant application preparation resources provided to assist businesses.	Director of Finance and Administration	Strategy EC5 - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region. 7. Responsible and efficient use of resources.	Completed – Grant Project Report provided to Council meetings. Grants assistance provided to community groups seeking grants.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.5 - Encourage and support viable local businesses.	<p>Deliver on tourism member and non-member benefits program.</p> <p>Tourism section is to prepare two business promotions annually.</p>	Director of Finance and Administration	<p>Strategy EC3 - Support and foster conditions that enable local and small/home-based businesses to grow.</p> <p>4. A prosperous economy with the balanced use of our land.</p>	<p>Completed - supporting local businesses by operating an accredited VIC, conducting ongoing co-operative marketing both online and offline. Visit Upper Lachlan website now linked to Australian Tourism data warehouse and optimised for all devices. New Destination Guide launched in March 2019. Tourism membership scheme and promotions are being delivered.</p>
3.6 - Promote tourism opportunities and community events.	Marketing and promotion is timely, professional, informative and responsive to user needs. Capitalise on Canberra Region brand opportunities.	Director of Finance and Administration	<p>Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination.</p> <p>2. Community liaison to preserve and enhance community facilities.</p>	<p>In Progress – ULTA is working with CRJO, Destination NSW and Tourism ACT to promote and develop the Canberra region and the Southern Tablelands in the Destination Southern NSW Destination Management Plan 2018-2020. Canberra Partnership Framework released in April 2019.</p>

REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Actions	Program	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 of regional roads.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Completed – capital and maintenance works undertaken on Regional and Local Roads as per the schedule published on Council’s website.
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 IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 2. Community liaison to preserve and enhance community facilities.	In Progress - Further refinement of Asset Management Plan and improvement in assets registers to be completed starting with field data collection and update to the condition rating records.
4.3 - Bitumen seal all urban streets in towns.		Prepare 4 year road capital works program budget and review works priorities annually.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 4 year capital road works budget programmed and works have commenced.
4.4 - Develop town main street and CBD beautification programs.		Town’s main street beautification improvement programs and street cleaning. Streetscape Plan development and implementation in coordinated manner.	Director of Infrastructure	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 2. Community liaison to preserve and enhance community facilities.	In Progress - town and village streetscape program designs are going through the Streetscape Committee. Quotations to be sourced for bins, seats and notice boards.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.5 - Lobby for improved mobile telephone and broadband services.		To ensure regional and rural areas are included in the roll out of Federal Government technological initiatives.	Director of Infrastructure	Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure. 1. A built environment enhancing the lifestyle of a diverse community.	Completed – new mobile phone towers to be funded for Tuena and Wombeyan Caves. Lobbying for provision of towers at Snowy Mount and Curraweela is continuing. NBN services now provided to Crookwell.
4.6 - Improve water supply and sewerage facilities to towns.		Implement town water supply and sewerage improvement programs.	Director of Infrastructure	Strategy IN5 - Ensure high quality water supply options for the towns in the region. 2. A healthy natural environment.	Not completed - sewer plant upgrades in Crookwell and water supply treatment upgrades for Taralga are to commence in financial year 2019/2020.
4.7 - 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 Infrastructure	Strategy IN6 - Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage. 7. Responsible and efficient use of resources.	Not completed - village landfills have been converted to transfer stations. Crookwell landfill project to meet EPA compliance requirements has commenced. Council resolution in June 2019 to convert Crookwell landfill to waste transfer station.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.8 – Actively seek funding for the Goulburn to Crookwell Rail Trail concept.		Joint Goulburn Mulwaree and Upper Lachlan Shire Councils Committee formed. Feasibility Study to be completed. Project estimates to be completed. Council to pursue grant and other funding options to facilitate the development of a rail trail.	Director of Infrastructure	Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 4. A prosperous economy with the balanced use of our land.	In Progress - Committee formed. Regional Economic Impact Assessment completed. Lobbying for funding opportunities is continuing.
4.9 - Develop new and upgrade existing footpaths and cycleway networks.		Implementation of 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 IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 1. A built environment enhancing the lifestyle of a diverse community.	In Progress - footpath works proceeding in accordance with current PAMP priorities and funding timelines. Stronger Country Communities Fund grant funding secured for footpath construction projects. Taralga and Collector footpath works commenced.
4.10 - 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 IN3 - Maintain and improve road infrastructure and connectivity. 2. A healthy natural environment.	Completed - locations requiring improvements are identified in the Flood Risk Study includes projects and future budgets. Funding application is lodged.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.11 - Progressively replace timber bridges on local and regional roads.	Prepare and implement a 10 year bridge replacement program with funding model in Long Term Financial Plan (LTFP).	Director of Infrastructure	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 7. Responsible and efficient use of resources.	In Progress - Abercrombie River MR256 bridge replacement. Kiamma Creek MR248E bridge construction delayed. Bridge assets condition assessment is continuing.
4.12 - Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.	Implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning & Director of Infrastructure	Strategy EN4 - Maintain a balance between growth, development and environmental protection. 4. A prosperous economy with the balanced use of our land.	Completed - Flood Risk Management Plan and Study adopted by Council.
4.13 - Transport link priority projects to State Parks including the Wombeyan Caves Road 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. Improve road infrastructure assets with potential to stimulate the local economy.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. 4. A prosperous economy with the balanced use of our land.	In Progress – Successfully lodged and received grant applications for Wombeyan Caves Road MR256 and Grabine Road reconstruction and sealing. Council was successful in securing grant funding to commence works in 2019/2020.
4.14 - Progressively bitumen seal all classified roads.	Reductions in classified roads gravel sections. Improvement in road network condition rating to ensure public safety.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Completed – Council was unsuccessful in receiving grant funding for Rye Park Road MR241. Council received additional grant funding for Wombeyan Caves Road MR258.

REGIONAL CSP STRATEGIC PILLAR NO.5 – CIVIC LEADERSHIP

Delivery Actions	Program	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 projects.	General Manager	Strategy CL3 - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups. 7. Responsible and efficient use of resources.	Completed - participation in Canberra Region JO and Central West JO shared projects. New Contracts: Bulk Fuels and Copyright Licencing (CENTROC).
5.2 - Lobby other levels of Government for increased share of funding distribution.		Review the intergovernmental Agreement. Grants Commission review and amendment to Financial Assistance Grants (FAG) distribution to rural councils.	General Manager	Strategy CL2 - Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies. 8. Transparent and accountable governance.	Completed - lobbying continuing through Canberra Region JO and Central West JO and meetings with Government Ministers. No changes have been authorised or legislated.
5.3 - Promote community engagement and involvement in decision making processes.		Number of Community Outreach Meetings and program outcomes achieved. Community Survey undertaken every four years. The "Voice" Council newsletter publication distributed quarterly.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 6. Resilient and adaptable communities.	Completed – 4 community outreach meetings conducted in May 2019. The "Voice" is produced quarterly.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 8. Transparent and accountable governance.	Completed - IP&R documentation completed for 2018/2019.

FIT FOR THE FUTURE – COUNCIL ACTION PLAN

SUSTAINABILITY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Secure additional revenue to keep Council's operating performance ratio well above the benchmark and ensure funding for renewal of road network assets	Implement Special Rate Variation in 2020/2021	<ol style="list-style-type: none"> 1. Notify community of intention to apply for SRV 2. Community consultation and engagement 3. Notify IPART of intention to apply 4. Submit application to IPART 5. Fund infrastructure renewal of its road network assets 	<p>Commencement in July 2019</p> <p>Community engagement and support for the proposal is achieved</p>	<i>No action – a Council Resolution is necessary for a Special Rate Variation application.</i>
2. Drive cost savings through procurement	Implementation of a Best Practice in Procurement Program	<ol style="list-style-type: none"> 1. Procurement Roadmap - Arc Blue 2. Review Procurement Action Plan and policies 	<p>Procurement Committee recommendations to MANEX</p> <p>Utilisation of LGP Vendor Panel and TenderLink</p> <p>CR JO procurement working group committee reports to management</p>	<p><i>Contracts Register implemented in 2018.</i></p> <p><i>LGP vendor panel and TenderLink are utilised by Council.</i></p> <p><i>Canberra Region JO and LGP procurement meetings held.</i></p>

Objective	Strategies	Actions	Key milestones	Progress Report
3. Maintain diverse income streams through state roads contract	Retention and provision of Roads and Maritime Services (RMS) Routine Maintenance Council Contract (RMCC)	<ol style="list-style-type: none"> 1. Maintain existing high standard rating for road works in Contractor Performance Report 2. RMCC Benchmarking 	<p>RMS rating maintained satisfactory or better</p> <p>RMCC Commenced in 2008</p> <p>Contracted project completion date of 2018 for \$10 million scope of road works</p>	<p><i>RMS MR54 reconstruction and sealing project of \$10 million for unsealed sections was completed in January 2018.</i></p> <p><i>RMCC accreditation retained and Contractor Performance Reports are satisfactory.</i></p> <p><i>RMS Audit Report identified actions to be addressed over next 12 month periods.</i></p>
4. Maximise diverse income streams through private works	Provision of road reconstruction contracted private works for renewable energy developments	<ol style="list-style-type: none"> 1. Review pricing structures for private works which are in demand at profitable rates 2. Cost of service is transparent and in accordance with the National Competition Policy Guidelines 	Remain competitive with the private sector and to secure contract works for road reconstruction	<p><i>In 2018/2019 Council completed Woodhouselee Road North unsealed road section upgrade as private works from condition of consent in the Crookwell II Wind Farm development. Contract value: \$1.2m.</i></p> <p><i>Council is meeting all NCP Guidelines and private works rates incorporated into Council Revenue Policy.</i></p>

INFRASTRUCTURE AND SERVICE MANAGEMENT ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Implement best practice asset management reporting	Asset Management Improvement Program	<ol style="list-style-type: none"> 1. Review Asset Management and Risk Plan, strategies and policies 2. Review of Council Infrastructure Plan – define community service level set by Council for asset maintenance 	<p>Asset Management Plans identify asset service standards</p> <p>Infrastructure asset classes valuation at fair value</p> <p>Ensure asset condition standards are maintained above Condition 5</p>	<p><i>Infrastructure Plan reviewed and adopted by Council in June 2018.</i></p> <p><i>Asset Condition Rating System is to be further developed by Infrastructure Department in 2019/2020 to enable evidence based Asset Management Plans using ISO55000 and infrastructure assets fair valuation to be completed by 30 June 2020.</i></p>
2. Secure funding for asset renewals	Utilise borrowing capacity to invest in infrastructure renewal projects – Timber Bridge Replacement Program	<ol style="list-style-type: none"> 1. Review Council Borrowings/Loans Policy 2. Council Long Term Financial Plan priority bridge replacement schedule 	<p>Commencing loan financing arrangements with Financial Institutions</p> <p>Application for State Government Local Infrastructure Renewal Scheme (LIRS) funding</p>	<p><i>New loan of \$1m accepted for the Crookwell Memorial Oval Precinct project and local roads bridge replacement program.</i></p> <p><i>Borrowings program for timber bridge replacements are incorporated into the Council Delivery Program. Council is now eligible for accessing the Treasury Corporation borrowing facility.</i></p>

Objective	Strategies	Actions	Key milestones	Progress Report
3. Minimise potential public liability incidents	Utilise Statewide Mutual Best Practice Guidelines and achieve industry benchmarks for risk management practices	<ol style="list-style-type: none"> 1. Review Risk Management Plan and Policy 2. Review Safe Work Method Statements for high risk priorities 	<p>Risk Management Action Plan (RAMP) approved and adopted by Council annually by June</p> <p>Safe Work Method Statements (SWMS) reported to WH&S Committee every 6 months</p>	<p><i>RAMP approved by Council management and reviewed by Statewide Mutual for 2017/2018. Actions identified for 2018/2019 with key focus areas of Footpaths and Tree and Tree Roots.</i></p> <p><i>SWMS progressively reviewed and reported to the Council WH&S Committee.</i></p>
4. Maintain assets in satisfactory condition to meet community expectations	Evaluation of asset utilisation and rationalisation	<ol style="list-style-type: none"> 1. Review of Council Infrastructure Plan 2. Recommendations from Grant Thornton Building and Asset internal audit. 	<p>Condition Report prepared for Council owned building assets and maintenance action plan approved by June 2018</p>	<p><i>The Building and Asset Management Internal Audit Action Plan is being implemented and was reported to Audit, Risk and Improvement Committee in September 2018. Asbestos Management Register completed and buildings condition register in development. Work has commenced on establishment of trade services contract.</i></p>

EFFICIENCY ACTION PLAN

Objective	Strategies	Actions	Key milestones	Progress Report
1. Understand how the organisation is performing	Benchmark Upper Lachlan with other Councils Local Government Professionals Australia (LGPA) - Operational and Management Effectiveness Report	<ol style="list-style-type: none"> 1. Identify trend analysis of operational cost centres and functional service areas of Council 2. Performance tool for benchmarking by senior management of operational efficiencies of individual cost centres 	Management Tool -annual benchmarking	<p><i>Benchmarking completed.</i></p> <p><i>The LG Performance Excellence Program Report for 2017/2018 was completed by Council and final report tabled to MANEX.</i></p>
2. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CRJO)	<ol style="list-style-type: none"> 1. Development and implementation of a JO Strategic Plan 2. JO Strategic Plan aligned with Quadruple Bottom Line principles 3. Intergovernmental collaboration; i.e. ACT Government and State Government 	<p>Implementation after JO Pilots</p> <p>Formulation of an effective and efficient governance structure to oversee implementation, review and evaluation in CBR Region</p> <p>CBR branding to support tourism and economic development throughout the region</p>	<p><i>Upper Lachlan Shire Council is within the Canberra Region Joint Organisation (CRJO)</i></p> <p><i>CRJO Strategic Plan 2019-2021 launched February 2019.</i></p> <p><i>Intergovernmental collaboration is continuing with ACT Government.</i></p> <p><i>Canberra Region “The Tablelands” branding and dedicated website is developed.</i></p>

Objective	Strategies	Actions	Key milestones	Progress Report
3. Continuously improving the quality and efficiency of all of Council's services	Undertake four year rolling program of service reviews as part of Council's Delivery Program	<ol style="list-style-type: none"> 1. Develop four year program of service reviews, with a focus on those services of greatest cost to the organisation 2. Update Delivery Program to incorporate the service review program 3. Implement program annually 4. Report outcomes through the 6 month Delivery Program report and update Long Term Financial Plan annually to reflect any changes 	<p>Program established and Delivery Program updated</p> <p>6 Monthly Delivery Program Report to include service review progress and outcomes</p> <p>Annual update of Council's Long Term Financial Plan</p> <p>Implementation of Internal Audit Plan by Grant Thornton Australia over 4 year period to 2019/2020</p>	<p><i>Delivery Program was approved by Council in June 2018.</i></p> <p><i>Delivery Program action report completed every six months.</i></p> <p><i>Long Term Financial Plan was approved by Council in June 2018.</i></p> <p><i>Internal audit project completed March 2019 for IT General Controls.</i></p>
4. Improve efficiency through technological advancement	Provide innovative and leading technology interface	<ol style="list-style-type: none"> 1. Enhanced use of technology particularly in the area of staff remote and on-line customer access 2. Implement a Unified Telecommunications solution 	<p>Establishment of Development Assessment (DA) Tool</p> <p>Implementation of Integrated Unified Telecommunications System</p>	<p><i>In progress - evaluate NSW Planning Portal functionality and application for Shire DA Lodgement.</i></p> <p><i>Microwave towers communications link for Crookwell to Gunning offices is completed.</i></p> <p><i>New telephone system implemented in September 2018.</i></p>